

**THE INFLUENCE OF ORGANIZATIONAL TRUST AND  
ORGANIZATIONAL EMPOWERMENT ON EMPLOYEE JOB  
INVOLVEMENT AT A MULTINATIONAL ORGANIZATION IN  
GHANA; THE MODERATING ROLE OF JOB INSECURITY**

**BY**

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**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA,  
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## DECLARATION

I, **NANABEA YAA ASANTEWA NKRUMAH**, Hereby declare that this thesis has been conducted by me under the supervision of Dr. Maxwell Asumeng and Dr. Benjamin Amponsah. This thesis has never been presented either in part or in whole to any institution for the award of any degree. Where the views and ideas of others have been used, they have been duly acknowledged. All the errors and omissions are therefore mine.

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## DEDICATION

I dedicate this thesis to my late mother and father Nana Akua Afrifa Antwi and Joseph Davidson Kwaku Nkrumah, my grandma, Emily Donkor, uncle, Owusu Sekyere Antwi, sister, Mame Ama Kweiki Dsane, my brother, Ato Dear Dsane, sister- in –law, Nana Adjoa Konadu Dsane, my nephew and niece, Owura Kwaku Adyei Dsane and Mame Adjoa Ayeyi Dsane. You have provided me with immense support throughout the challenges I went through in attaining the successful completion of my studies. Thank you, I could not have accomplished this without your help, prayers and guidance.



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## ABSTRACT

The purpose of the current study was to examine the relationship between organizational trust and organizational empowerment on employee job involvement. A random sample of 192 workers from the Nestle Ghana Limited participated in the survey. The moderating effect on the relationship between organizational trust and organizational empowerment on employee job involvement was also examined. It was hypothesised that, the presence of organizational trust and organizational empowerment would cause employees to reciprocate with job involvement and also the presence of perceived job insecurity of employees will impact the strength of the relationships between trust and empowerment on employee job involvement. Hierarchical regression and moderation analysis were run on the data. Results indicated a positive relationship between organizational trust and job involvement. Organizational empowerment also had a positive relationship with employee job involvement, with job insecurity moderating this relationship as predicted. However job insecurity did not moderate the relationship between organizational trust and job involvement. Within the sub dimensions of empowerment also, fluidity in information sharing was a better predictor of employee job involvement dynamic structural framework and control of work place decisions. Organizational empowerment was a better predictor of employee job involvement than organizational trust. The results are described within the framework of social exchange where the tenets of the theory are clearly seen in the reciprocation of the amount of trust and empowerment given dictating the amount of job involvement to be received. The results of job insecurity moderating in some instances, reflects that the psychological contract theory needs to be reappraised, by identifying and explaining the exceptions that exist with contract violations and subsequent withdrawal of services.

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## **LIST OF ABBREVIATIONS**

JI	Job Involvement
JINS	Job Insecurity
JIQ	Job Insecurity Questionnaire
JIS	Job Involvement Scale
OE	Organizational Empowerment
OES	Organizational Empowerment Scale
OT	Organizational Trust
OTI	Organizational Trust Inventory

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the study

During the last six years, competition and uncertainty in the organizational environment has continued to grow intensely in every field of work (Singh & Dixit, 2011). This has been mainly due to the fact that every competent organization on the market has access to sophisticated technology, finance and new methods of working (Singh & Dixit, 2011). The only distinctive trait that distinguishes highly efficient businesses and increases their competitive advantage from the others is their human resource capital (Singh & Dixit, 2011). Such efficient human resource capital is brought about through the creation and maintenance of the human capital's job involvement (Rotenberry & Moberg, 2007). Saleh and Hosek (1976) in an attempt to capture the various conceptualizations of job involvement (JI) in management literature, explained employee job involvement as when, work is a central life interest; an employee actively participates in the job; when job performance is central to employee's self-esteem; and when performance is perceived as being consistent with ones self-concept.

Brown (1996) posits that human work experience within organizations can be made consistently productive and improved upon if organizations learn to effectively glean the full potential of the human capital. He further outlines that; the key to attaining this feat is to attain a deeper understanding of the concept of job involvement, its effect and its antecedents. According to Gan, Hew, Kong and Tam (2012) research on employee job involvement is very sparse. The few researches that have been conducted have mostly focused on the effects job involvement has on employee work outcomes (Desouza, 2012). Some researchers have

therefore advocated for the need for more research targeted at the antecedents of job involvement especially due to the current uncertain nature of the organizational environment (Paoline & Lambert, 2012; Probst, 2000). Furthermore, work characteristics in the organizational climate have been identified to contribute more to the increase of employee job involvement levels (Brown, 1996; Paoline & Lambert, 2012; Parker & Wall, 1998). According to Brown (1996) organizational trust and empowerment are components of the organizational climate that could facilitate the increase of employee job involvement levels.

Trust has been defined as an “expectancy held by an individual or group that the work, promise, or written statement of another individual or group can be relied upon” (Rotter, 1971, p. 443). Lau and Tan (2006) maintain that, a trusting work relationship creates a congenial atmosphere among employees and the organization as a whole. As a result, workers in such organizations are likely to experience a decrease in levels of stress, tension, anxiety (Lau & Tan, 2006) and an increase in effective problem solving skills and quality decision-making (Zand, 1997). Korczynski (2000) points out that the rapid advancement of society and the organizational environment makes trust a critical baseline in mobilizing employee job involvement. It therefore becomes very essential to examine, create and maintain trust in organizations.

Researchers have posited that, an attempt at giving a single definition to the construct of organizational empowerment could hinder its research, practice and explanatory power (Bartunek, Bradbury & Boreth, 1997). In management literature two different but complementary perspectives of empowerment have developed, however, their effects have usually been examined separately (Tuuli & Rowlinson, 2007). These include the relational and psychological perspectives of empowerment (Tuuli & Rowlinson, 2007). The relational

perspective of empowerment refers to the organizational policies, strategies and the overall organizational composition that provide their employees a higher flexibility to make decisions and exercise greater latitude of control toward their work (Mills & Ungson, 2003). It has been referred to as a top down process; in other words, management provides policies and strategies to employees that empower them. The relational perspective of empowerment has been faulted for failing to include in its analysis, the cognitive mind-sets of employees perception of empowerment (Spreitzer & Doneson, 2005). On the other hand, psychological empowerment refers to how employees are intrinsically task motivated (Spreitzer, 1995). Thus, psychological empowerment occurs when management strategies makes employees perceive that management believes in their capabilities and also makes them believe they have a part to play in ensuring the success of the organization (Spreitzer & Doneson, 2005). Empowerment researchers have alluded that in order for empowerment to take place and be effective, employees must psychologically perceive relational empowerment practices to be deliberately put in place by the organization (Mishra & Spreitzer, 1998; Quinn & Spreitzer, 1997; Wilkinson, 1998). According to Mishra and Spreitzer (1998) the utilization of both perspectives of empowerment creates a sense of positive self-feeling within employees. It is this positive self-feeling that is likely to increase the employees' devotion and involvement to activities within the organization (Mishra & Spreitzer, 1998). Hence in the current study, both the psychological and relational perspective of empowerment will be examined under three-sub dimensions. These are dynamic structural framework, control of work place decisions and fluidity in information sharing.

Although trust and empowerment in organizational processes have been identified to be likely to increase employee job involvement, job insecurity is expected to potentially affect the strength of this relationship (Mauno & Kinnunen, 2000). van Vuuren, Klandermans

Jacobson, and Hartley (1991, p. 9) defined job insecurity as “a discrepancy between the levels of security people experience and the level they might prefer”. Highly insecure job climates create a stressful work environment, which could have detrimental effects on organizational outcomes (Bliese & Britt, 2001). Hence in such organizations, even if employees perceive trust and empowerment, due to stress and disillusionment suffered as a result of perceived job insecurity, employees may likely exhibit lower levels of job involvement (González-Romá, Peiró & Tordera, 2002). It is therefore crucial to investigate what effect employee job insecurity within conducive work climates, characterized by organizational empowerment and trust which are likely to elicit employee job involvement would have.

The purpose of the current research therefore was to analyse the factors (organizational trust and empowerment) that affect the job involvement of employees and to ascertain if employee job insecurity would influence the strength of the relationship between organizational trust and empowerment on employee job involvement.

## **1.2 Problem statement**

Gan et al. (2012) have observed that, the job involvement of employees in the organizational environment is consistently decreasing. On the other hand, literature on job involvement and its antecedents is alarmingly limited (Gan et al., 2012; Paoline & Lambert, 2012). Therefore, some researchers have recommended and emphasized the need for further research in this area (Büssing, 2002; Gan et al., 2012; Paoline & Lambert 2012).

Again, the definition and measurement of job involvement is vague. According to Morgan and Zeffane (2003) some researchers include influence sharing, participative decision-

making, and the degree of employee involvement, empowerment, participation, consultation and other constructs in defining employee job involvement. However, many of these concepts are often ill defined (Cotton, 1993). Researchers have attempted to equate job involvement with employee engagement (Harter, Schmidt & Hayes, 2002) and job commitment (Cooper-Hakim & Viswesvaran, 2005). Purcell (2010) further buttressed this equation in his claim that the policy and practice implications of employee engagement are often captured in 'high involvement work practices' arguing that this plethora of terms can sometimes confuse the debate but the fundamentals are the same. Hence it is essential that more research be undertaken under these constructs to help in further drawing a clear distinction to enhance their discussion and also to identify their effects and antecedents.

Moreover, according to Aryee, Budhwar and Chen (2002) trust is a concept that is shaped by the social and cultural norms. Hence the nature of trust displayed and its consequences thereafter may differ among people from different cultures (collectivistic and individualistic) (Aryee et al., 2002). Aryee et al. (2002) pointed out that although trust is shaped by culture, most of the studies conducted on it have been undertaken in individualistic cultures. It is due to this assertion that, Aryee et al. (2002) calls for the need for studies on trust to be conducted in collectivist cultures such as Ghana to evaluate the effect of organizational trust on various employee work outcomes so as to be able to generalize the findings across borders. This becomes especially important as no studies evaluating the effects of trust on employee job involvement were found in the Ghanaian context during the course of the current research.

Cobussen (2011) noted that, a research setting characterized by low or high unemployment rates might ultimately affect the employee's work output in the presence of perceived employee job insecurity. In that, this setting may serve as a confounding variable as

employee organizational behaviours may be altered as a result of the external organizational environment. It therefore becomes essential to test the effects of job insecurity in these different (high and low unemployment) settings so as to be able to eliminate such settings as a confounding variable.

Finally, measurement of organizational empowerment in studies usually focuses on the relational perspective of empowerment to the neglect of the psychological perspective (Matthews, Diaz & Cole, 2003). Spreitzer and Doneson (2005) have warned that, this practice usually leads to misleading conclusions or omissions of certain critical variables and hence a more gestalt approach to the measurement of organizational empowerment is recommended. Thus, this when done will ensure that the core effect of empowerment on employee work practices will be effectively captured so as to enhance its understanding and utilization.

### **1.3 Rationale of the study**

The current study will seek to add to existing literature to help to further inform management consultants on effective means or strategies to resort to in increasing employee job involvement. This is crucial since Gan et al. (2012) reported employee job involvement levels to be decreasing.

Due to the vague definition and measurement of job involvement, a plethora of terms, which sometimes confuse the debate about the fundamentals of job involvement, is created (Purcell, 2010). Hence, in order to enhance and better clarify the discussion of job involvement, in response to the call for further research to be conducted under this construct, the current study will investigate the antecedents (trust and empowerment) of employee job involvement.

To prevent misleading conclusions that studying organizational empowerment as purely a management tool distinct of cognitive process can bring about (Eylon & Bamberger, 2000), the current study will measure both the psychological and relational perspectives of organizational empowerment. These components will be measured within three main levels, which would include dynamic structural framework (DSF), fluidity in information sharing (FIS) and the control of work place decisions (CWD). The measuring of organizational empowerment along these lines will not only provide a broader understanding of its effect but will also serve as a diagnostic tool for management by giving them the opportunity to identify at which specific level of empowerment (DSF, FIS and CWD) employees perform best. As a result, management would be better placed to know which levels of organizational empowerment to manipulate so as to increase employee efficiency.

Also, a considerable number of research conducted on the relationship between employee trust and employee empowerment (as antecedents) of job involvement have mostly been carried out in western countries with very limited studies done in Africa while no such study has been conducted in Ghana. Meanwhile, there is an evidence of cultural differences in employee perception of trust and empowerment (Robert, Probst, Martocchio, Drasgow & Lawler, 2000). Accordingly, Hofstede (1993) asserts that cultural assumptions, values and beliefs are paramount for successful implementation of empowerment strategies. Based on the recommendation of Aryee et al. (2002) the study of organizational trust and its effect on an organizational outcome such as job involvement will be undertaken in a collectivist culture to aid in the generalization of the concept. This is mainly because concepts such as trust have been argued by some to be sometimes guided by the cultural norms of the society (Aryee et al., 2002). It is therefore vital to conduct such a study in Ghana, which turns out to be a collectivist culture. Again, modern Ghanaian organizations have recognized the

inevitability of the need for participatory management and hence it becomes essential to identify the factors that enable such a necessary environment.

Finally, the use of Ghana as the research setting which records high unemployment rates will help to eliminate unemployment rates as a confounding variable in future research concerning the degree of intensity job insecurity has on employee behaviour. Also, the testing of the moderation effect of job insecurity on the relationships between trust and empowerment on job involvement will aid in identifying the conditions under which these relationships can be made stronger or weaker. This will further inform management practitioners and advance research.

#### **1.4 Research questions**

The current study seeks to find answers to the following questions:

1. Does organizational trust promote employee job involvement?
2. Does organizational empowerment contribute to promoting the job involvement of employees?
3. Does job insecurity affect the strength of the relationship between organizational trust and employee job involvement?
4. Does, perceived job insecurity influence the relationship between organizational empowerment and employee job involvement?

#### **1.5 Aim and objectives**

The general aim of this study was to assess the influence of organizational trust and empowerment on employee job involvement. Also, the moderating role of employee job

insecurity on the relationships between organizational trust and empowerment on employee job involvement was assessed. The specific objectives of the study were as follows:

1. To examine the relationship between organizational trust and employee job involvement.
2. To ascertain if organizational empowerment will influence the job involvement of employees
3. To find out whether employee job insecurity will moderate the relationship between organizational trust and job involvement. Specifically, if the positive effect of organizational trust on employee job involvement will be weaker among employees who perceive high job insecurity.
4. To assess whether the relationship between organizational empowerment and job involvement would be moderated by job insecurity. More specifically, if the positive effect of organizational empowerment on employee job involvement will be weaker among employees with a high sense of job insecurity in their organizations.

## **1.6 Relevance of the study**

The study investigated the influence of the antecedents of job involvement, mainly organizational trust and organizational empowerment on employee job involvement and the moderation effect of job insecurity on this relationship. Job involvement of employees in organizations today is constantly decreasing. However, the utmost importance of job involvement in organizations keeps increasing. Therefore, such a research will enhance theoretical, conceptual and practical managerial discussion.

Theoretically, the social exchange and psychological contract theories, which serve, as the guiding theoretical framework for the current study will be further enhanced in the current study. This is because it will aid in its further generalization to collectivistic cultures such as Ghana. This is especially important since the current relationships being examined had not been conducted in the Ghanaian context during the course of the research. Conceptually also, the test of moderation was conducted on the relationships between organizational trust and empowerment on employee job involvement to ascertain if the strength or otherwise of this relationship will be influenced by the intended moderator (job insecurity). Hence the study becomes significant by investigating the moderation effect of job insecurity on the relationship between organizational trust and empowerment on employee job involvement. Thus, the analysis helps to determine under which conditions this relationship will be strongest or weakest. Furthermore, organizational empowerment is examined both under the relational and psychological perspective. This helps to avoid drawing sweeping generalisations, which usually come about when only one perspective of empowerment is analysed.

Finally, this study has managerial implications. The results of the study will further heighten the need and importance of participatory management through empowerment in creating more involved employees. Also, the need to create an atmosphere of trust and not to infringe on employee vulnerability at any point in time as this might have an effect on employee involvement which in turn reduces organizational efficiency. It will further inform management about the potential effects of perceived job insecurity in the organizational environment. This bares implications for various management practitioners, as they will be informed as to the appropriate cause of action to utilize when seeking to achieve greater efficiency and productivity from their employees.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

The chapter presents the theoretical framework upon which the study was based on. Furthermore, reviews of closely related findings that is in favour or at variance with the focus of the current study was also conducted.

##### 2.1.1 Theoretical framework.

Cresswell (2012) noted that, research data even when generated carefully and systematically, could potentially be faulty and misleading if the underlying context of assumptions is wrong. The theoretical framework functions as a road map of why a particular behaviour occurs the way it does and when it is likely to happen (Strauss, 1995). In light of this, Cresswell (2012) concluded that, quantitative studies must be essentially based on a theory to serve as the framework for the study. Hence, the social exchange and psychological contract theories will provide the theoretical foundation for the current study.

##### 2.1.1.1 *Social exchange theory.*

The Social Exchange Theory (SET) is an instrumental theory in research regarding relationships at the workplace (Molm, Peterson, & Takahashi, 1999). The application of the SET to workplace relationships is based on the premise that certain antecedents at the workplace generate social exchange relationships (Cropanzano, Byrne, Bobocel, & Rupp, 2001).

Blau (1964) asserts that SET involves a series of social and economic interactions and exchanges that generate obligations to reciprocate, engendering feelings of personal obligations, gratitude and trust. It is worth noting that social exchange differs from an economic exchange in terms of the exchanged resources, nature and magnitude of obligations and the quality of the mutual reciprocities that are formed over the course of time (Shore, Coyle-Shapiro, Chen & Tetrick, 2009). While economic exchange involves defined provisions of the interactions between parties and predominated by extrinsic rewards particularly material rewards, social exchange is characterized by indeterminate personal obligations and trust as well as both intrinsic and extrinsic rewards (Blau, 1964).

It is emphasised that reciprocal exchanges are likely to be established through a series of interactions over a period of time in long-term relationships (Molm et al., 1999). Accordingly, when employees receive benefits from their supervisors and organization, a feeling of obligation is generated requiring employees to respond favourably and repay the organization (Cropanzano & Mitchell, 2005). However, if reciprocity is violated the reciprocal relations is unlikely to be sustained.

Rhoades and Eisenberger (2002) pointed out that employees form their ideas and opinion about the concern and care of their organization towards them through the policies, strategies and the guiding principles sanctioned by various agents of the organization. Employee job involvement with their work and organization is one critical work attitude that employee's resort to in response to the treatment offered to them by their organizations. In other words, employees will choose to involve themselves in varying degrees in their organization and work in response to the quantum and quality of resources they receive from the organization (Saks, 2006).

Trust is an important element in the social exchange relationship. This is because the degree of trust in the interaction between the employer (and his or her agents) and the employees influences employee behaviours and work attitudes such as involvement with their work and the organization (Liden, Sparrowe & Wayne, 1997). When organizations provide policies, decisions and interventions that identify the organization or management as reliable, employees will feel a strong urge to reciprocate with a high involvement with their work to achieve organizational goals. In contrast, in an environment where the organization fails to guarantee that employees can trust the organization or management to treat them fairly with a sense of value and dignity, such employees would be less likely to work with passion and feel less connected to their company.

Furthermore, when the organization creates an enabling and motivating condition for employees at the workplace, employees in turn will be more likely to be ready to invest appreciable personal resources in their work. Employees may feel a sense of empowerment as a result of individual employee's evaluation of the employer's empowering practices and strategies. According to the social exchange theory, the empowering strategies of the employer create a social exchange mechanism, which facilitates employees' perceptions that the organization values them and cares for them (Blau, 1964). Moreover, empowering employees may lead them to believe that management regards the employees as making significant contributions to the organization and that the management has their interest at heart (Lee & Bruvold, 2003). Empowerment will likely engender a sense of commitment and involvement among employees towards their organization, which enhances their motivation to expense more effort towards their work and the organization to achieve organizational goals.

In sum, the SET reveals that the attitudes and behaviours of the employee in the employer-employee relationship within the work setting are largely based on the norm of reciprocity. This norm implies that parties in an exchange relationship form expectations of reciprocation for their actions either favourable or unfavourable. Thus, as asserted by Aryee et al. (2002) when employers create a conducive organizational environment with trustworthy management and empowering work conditions, employees will be more likely to reciprocate with increased work effort and favourable work attitudes like job involvement.

**Critique of the social exchange theory:** One major limitation of the social exchange theory is the virtual neglect of the role of culture in the norms and rules that guide social exchanges (Cook & Rice, 2006). Undoubtedly, culture influences a wide variation of behaviours so it is possible that there are cultural differences in reciprocity and individual expectations of rewards in relationships (Cropanzano & Mitchell, 2005).

Even though social exchange is differentiated from economic exchange, social exchange explains interpersonal behaviors in terms of the exchange of costs and rewards. This tenet of social exchange portrays people as self-centred and reward seeking people placing value on self-interest (Cropanzano & Mitchell, 2005).

Again, the theory presupposes that individuals act reasonably in making decisions relating to social interactions, which might always not be the case. Moreover, the reduction of human interaction to simply a rational process, which is characteristic of economic theory, is a weakness of the theory because it becomes difficult using the theory to explain certain work attitudes like altruism. The theory portrays the individual and for that matter employees as more passive in the exchange process which the theory purport to be driven by the organisation, rather than as a process that is largely under the control of employees. However,

employees for instance are not just passive receptors of management ideas or corporate mono-cultures (Keenoy, 2009) but are active in controlling their work and organization and for the most part can exercise choices.

These critiques notwithstanding, the SET has both a high predictive and explanatory power consistent with theoretical propositions. Evidence suggests that individuals who receive favours experience a strong urge to reciprocate those favours than most suppliers of the benefit expect (Flynn, 2003).

Furthermore, the theory is very parsimonious and its assumptions are not difficult to understand. This theory is very logical with perceptive reliability and applicable to a wide range of real life issues. It has a systematic approach in organizing existing knowledge.

The practicality of the social exchange theory is based on the assumption that individuals engage in certain acts with the awareness that these actions and behaviours will be recognized and reciprocated. This theory undoubtedly enables management and employees understand that each party expects a beneficial return from each other to ensure sustained commitment.

#### ***2.1.1.2 Psychological Contract theory.***

Psychological contract is considered as an extension of the social exchange theory (Turnley & Feldman, 2000). Psychological contract has been referred to as the explicit and implicit commitment that parties in the contract expect from each other (Rousseau & Tijoriwala, 1998). For instance, an organization may be perceived by its employees to have promised its employees trust, empowerment, training and job security in return for more job involvement and loyalty from employees. This type of contract is referred to as psychological because it is based on perceptions of the terms of contract each involving party is to offer. Psychological

contracts differ from legal contracts by virtue of the fact that legal contracts are explicit (Conway & Briner, 2009). That is, legal contracts are usually documented and all involving parties are aware of the prerequisites of the contract, whereas the terms of psychological contract are undocumented and usually inferred from behaviours or actions of parties to the contract (Conway & Briner, 2009). For instance an employee in an organization may perceive from the actions and inactions of management that management has promised to provide a trusting environment, empowerment and job security to employees based on what the employee implied from questions asked during the interview or orientation process.

Psychological contracts can be perceived as broken by any of the parties involved at any point in time. A broken psychological contract can be perceived as either breached or violated. Where as a breach involves cognitive appraisals of how the organization failed at meeting promises made, violation entails the negative affective and emotional reactions to the breach in contract (Ortony, Clore, & Collins, 1988). Perceived violations elicit negative attitudes from employees (Morrison & Robinson, 1997). For example, an employee in response to their perception that the organization has violated the psychological contract by not providing job security may react by becoming less involved in their jobs. It is however important to note that although violations normally precede perceptions of contract breach, this reaction is not always automatic (Robinson & Rousseau, 1994). That is, not all cases of employee perceived contract breach results in the employees perceiving contract violations (Turnley & Feldman, 1999). Morrison and Robinson (1997) have asserted that a contract breach leads to a violation depending on how the action is cognitively evaluated. Thus, this cognitive evaluation involves the employee analyzing if the organization breached the contract on purpose or not and the relative importance of the breach. Hence, what may be perceived as a breach in one relationship may not necessarily be perceived as a breach in

another (Clark & Waddell, 1985). For instance, in an organizational environment characterized by the relationship between employee and organization being mutually trusting and empowering, a breach in contract caused by job insecurity involving unpaid employee benefits may be overlooked temporarily. This may be because, employees may explain this breach as not being voluntary but rather involuntary triggered by economic turns in the organizations environment. Therefore, such employees may not feel violated and respond negatively by being less involved in their jobs.

In sum, the psychological contract theory reveals that the attitudes exhibited by employee in a contract relationship are mainly guided by the cognitive appraisals of situation. Also, the outcome of these appraisals predetermine the behaviour employees will elicit in response to the situation.

**Critique of psychological contract theory:** The psychological contract has been criticized on the basis that legal contracts often have clearly spelt out rules and terms that guide the contracts for which all parties are aware of (Guest, 1998). However with this type of contract, the terms are not clearly spelt out by the parties involved. On the contrary one party involved in the contract is usually the only one aware of the terms of the contract. The critique that has been made here is that, if the terms are not clearly spelt out, then a mutual agreement cannot be said to exist (Grimmer & Oddy, 2007).

Secondly, psychological contracts have been defined to either be based on promises, expectations, perceptions, obligations and beliefs of the parties to the contract. Guest (1998) asserts that this definition could potentially cause problems during the evaluation of

contracts. This is mainly because a breach of the psychological contract on the basis of a breach in obligation may distinctively differ from failure of a party to meet expectations.

Finally, the theory spells out that not all employees have psychological contract, however the theory remains silent on how to identify which employees have a psychological contract or not. Some critics have also argued that the theory is a fantasy of what the contemporary work place is (Cullinane & Dundon 2006). They have posited that employees in the current job setting cannot simply choose to either withdraw their services or display negative work behaviours in response to a violation of their psychological contract (Grimmer & Oddy, 2007). They however contend that such employees are forced to accept the new terms of contract for fear of potentially losing their jobs or other extreme repercussions (Grimmer & Oddy, 2007).

Despite the shortcomings of the psychological contract theory, it still maintains a high level of applicability and must be explored more to expand its utility.

## **2.2 Review of related studies**

According to Maxwell (2005) a review of prior research contributes to the design of a research. This review provides a basis for the justification of the current study in addressing gaps in previous studies.

### ***2.2.1 Trust and job involvement.***

Aryee et al. (2002) examined the mediation effect of trust on the influence of organizational justice on work outcomes (job satisfaction, turnover intentions and organizational commitment, task performance), as a test of the social exchange theory. The research was

made up of 153 Indian public sector workers. The results showed that employee trust mediated the relationship between organizational justice and work attitudes which included job satisfaction, turn over intentions, commitment and organizational citizenship behaviours. The study's sample framework was predominantly males (81.5%) and this could present constrains in an attempt to generalize the research findings to a female population. This is because; research has generally found gender to moderate the relationship between employee reactions of organization processes or procedures and their work outcomes (Aryee et al., 2002). Furthermore, Aryee et al. (2002) called for the evaluation of trust and its outcomes in collectivist cultures to test its generalizability across boarders in future studies since the research in this subject area appear to be predominantly done in individualistic cultures. Hence the current study will be conducted in Ghana and will attempt to amply represent both females and males to aid in the generalizability of the findings.

Bussing (2002) conducted a study on how trust relates to organizational commitment and the work and organizational involvement of employees. The sample for the study was 330, which was drawn from four different populations in four different studies. They comprised of IT managers, Office workers, Nurses for the elderly and Health care attendants. Although a significantly positive relationship was found to exist between trust (supervisor and organizational) and job involvement, the results was not consistent for all the sample categories. The exceptions come to play in the case of the IT managers and the office workers. With respect to the IT managers, there was no correlation between trust (organization and supervisor) and involvement. On the other hand, although there was a positive and significant relationship between organizational trust and involvement of the office workers, there was no correlation between that of their trust in supervisors and involvement. This disparity or inconsistencies in reported results for the different samples

within the population of the research calls for further investigation into this construct. Hence the current study will investigate the influence of trust in management on job involvement while analysing the moderating role of job insecurity in a similarly diverse sample.

Morgan and Zeffane (2003) explored the effect of technological, structural and work role changes on employee trust in management and employee involvement. The data were drawn from the most recent Australian Workplace Industrial Relations Survey (AWIRS95) conducted by the Federal Department of Industrial Relations. This survey involved 2,001 workplaces and over 19,000 employees. The data collection involved administration of questionnaires and interviews. The statistical analysis revealed a significant negative effect of change on trust and a negative relationship between trust in management and union involvement. The findings also showed that where employees felt greater involvement through consultation by supervisors or higher managers - they expressed greater trust in management. However, where consultation was outside the formal hierarchy, or via indirect means, employees' trust in management fell. Since employees perceive a sense of job insecurity during change (Silla, de Cuyper, Gracia, Peiró, & de Witte, 2009), which has a potentially destructive impact on employees as well as on organisations (Greenhalgh & Rosenblatt, 2010). Consequently, it is possible that the negative impact of change on trust and the observed negative relationship between trust in management and union involvement is a function of job insecurity. Therefore the present study will test the moderating role of job insecurity in the relationship between trust in management and employee job involvement.

Straiter (2005) researched on how the trust of superiors of their organization and subordinates can affect their levels of commitment and satisfaction in their jobs. The survey questionnaires were administered to approximately 200 managers in a very large pharmaceutical firm based

in New Jersey. Of the 200 questionnaires administered, 117 district sales managers in the pharmaceutical company returned the questionnaires indicating a (59%) response rate. The results indicated that when supervisors trusted their subordinates their level of job satisfaction was significantly high. Furthermore, trust in organization by the supervisors was found to be significantly higher than that of subordinates trust. This study has limited external validity because all the participants of the study were from the sales division of one pharmaceutical company. Hence, the finding can be a characteristic of the sales division of pharmaceutical company. The current study will therefore involve employees from diverse work roles in different departments of the selected institution.

In a related study, Boon, Safa and Arumugam (2006) examined the influence of five total quality management (TQM) practices on employees' affective commitment within six major organizations. The regression analysis was utilized in analysing the results. It was found that, the five TQM practices, which included organizational trust significantly, predicted a high affective commitment level of employees to the organizations. Since the concept of job involvement and organizational commitment are concerned with an employees' identification and belongingness to their work experience (Chungtai, 2008; Ekmekci, 2011), the current study finds out whether the relationship between trust and affective commitment will translate into job involvement and how this relationship will be affected by a sense of job insecurity.

Thomas, Zolin and Hartman (2009) studied the relationship between the quality of information and quantity of information, openness, trust, and employee involvement. Communication audit data were collected from 218 employees in the oil industry to test these relationships. The mediation analysis and structural equation modelling revealed that quality

of information predicted positively influenced employee's trust of one's co-workers and supervisors while adequacy of information positively influenced employee's trust of top management. Moreover, Trust of co-workers, supervisors, and top management influenced perceptions of organizational openness, which in turn influenced employees' ratings of their own level of involvement in the organization's goals. This study tested an indirect relationship between employee trust and their job involvement. Therefore, the present study will test the direct relationship and further test the moderating role of job insecurity in the relationship between employee trust and job involvement. Again, single item questionnaires were used in this research, however according to Cascio (1991) this could increase the likelihood of measurement error and prevent the effective capturing of the domain of the constructs (Thomas, Zolin & Hartman, 2009). The current research will therefore utilize more elaborate and standardized measures to capture the constructs.

Sheng, Tian and Chen (2010) probed into how team support and commitment enhances trust within the work team and how this trust can influence group behaviour. Five hundred and forty eight questionnaires were administered to the selected work teams. Results from the study indicated that perceived team support significantly influenced teamwork behaviours, which significantly influenced trust among the members. The results of the structural equation modelling also showed that perceived team support, teamwork behaviours and trust significantly influenced team commitment. Classically, Kanungo (1982) conceptualized job involvement as an individual's psychological identification or commitment to his or her job so it is suggestive that trust will consequently have a positive impact on employee job involvement. The current study seeks to investigate this relationship between trust and employee job involvement. Moreover, at variance with this study, which used the team as the unit of analysis, the individual will be the unit of analysis in the current study.

Lin (2010) investigated the influence of emotional labour, relations between supervisors and employees and organizational culture on employee job involvement. Participants were selected from large firms based in Hong Kong and Taiwan. The results of the study indicated that emotional labour and the level of involvement of employees was positively and significantly correlated while stronger intimacy between employees and their supervisors predicted higher employee involvement levels. Moreover, there was a significant difference in the influence of emotional labour, relations between employees and supervisors and the nature of organizational culture on employee involvement among some Chinese enterprises in Taiwan and Hong Kong. This study suggests cultural differences in the effects employee-supervisor relationship on employee job involvement. Therefore, the current study analyses the influence of trust in management on employee job involvement in Ghana, so as to further add to the literature on cultural differences associated with these work outcomes.

White (2011) conducted an online survey, which involved 10,914 individuals representing a cross-section of geographic regions, job functions, roles, and industries. The survey link for this study was emailed to participants through the traditional and social media, professional associations and client organizations. The study revealed that employees who trust their managers are more likely to be engaged in their jobs. However, trust in executives has a stronger correlation with high engagement than trust in immediate managers does. Since the study reports that the potential impact of trust in senior leadership is most pronounced in the more western economies Australia or New Zealand, North America and Europe it is feasible to find out the impact of trust in management on employee involvement in an African economy such as Ghana. Moreover, the current study will seek to find out whether the relationship between trust and job involvement will be affected by job insecurity.

Hassan and Ahmed (2011) examined the extent to which authentic leadership contribute to subordinates' trust in leadership and how this trust, in turn, predicts subordinates' work engagement. A total of 800 survey questionnaires were distributed to randomly selected employees from seven local banks operating in Malaysia. The results indicated that interpersonal trust positively predicted employees' work engagement and as well mediated the relationship between this style of leadership and employees' work engagement. The current study extends this study by testing the moderating role of job insecurity in the relationship between trust and job involvement.

### ***2.2.2 Empowerment and job involvement.***

Bogler and Somech (2004) evaluated the relationship between empowerment, organizational citizenship behaviour (OCB) and commitment (organizational & professional) among teachers. The setting for the research was Israel and the sample framework for the study was 983 teachers. Data were collected through questionnaire administration. From the analysis, the level of empowerment as perceived by the teachers related significantly to their levels of commitment (professional and organizational) and OCB. The measure of Professional commitment focused on teachers' level of involvement to their jobs and how relevant they felt their jobs were in the general sense. Empowerment was also measured psychologically. However, in the present study, organizational empowerment will be conceptualized both psychologically and relationally (dynamic structural frame work, control of work place decisions and fluidity in information sharing) to determine its relationship with employee job involvement and the extent to which job insecurity moderates this relationship.

Brockner, Spreitzer, Mishra, Hochwarter, Pepper and Weinberg (2004) conducted a study on perceived control utilizing two field studies made up of 1137 participants. In study one, they

analyzed how perceptions of control (organizational impact and self determination) can reverse the negative effects layoffs have on the organizational commitment on layoff survivors. On the other hand in study two, they investigated how perceived control can increase the job performance of layoff survivors. They found that when perceived control is relatively high, the negative influence of layoffs on employees' organizational commitment is reduced, indeed virtually eliminated. There however was a methodological challenge in this research, as they only measured perceived control, which is a facet of psychological empowerment. Spreitzer and Doneson (2005) cautioned that, to be able to effectively gauge the effect empowerment of an employee, it should be measured both psychologically and relationally so as not to lead to misleading conclusions or omissions of certain critical variables. However, the cumulative results from the study demonstrates that, when employees perceive high control in their jobs, it acts as an antidote thereby significantly reducing the negative effects layoffs can have on the organizational commitment and performance of layoff survivors. This research aids in the further understanding of job involvement as it helps to bring out some of the necessary conditions in which when employees are given greater autonomy will bring forth positive employee attitudes and behaviours (Brockner et al., 2004). Furthermore according to Lawler (1992) when employees are granted greater empowerment it elicits higher levels of involvement from them. Hence the current study will investigate how both dimensions influence employee job involvement and if this relationship will be affected by job insecurity.

In another study conducted by Karia and Assari (2006) they investigated employee work related attitudes and how total quality management (TQM) practices can influence these attitudes on public and private sector workers. From the regression analysis, organizational empowerment as a TQM practice was reported to have a significantly positive effect on

employee job involvement. The findings also reported that organizational empowerment is one of the most significant in positively improving work related attitudes such as involvement. A limitation of this study was in the analysis of empowerment, which looked at only one aspect of the dimensions of empowerment (relational empowerment). The current study will therefore meet this limitation by measuring both dimensions (psychological and relational) to see its effect on employee job involvement.

Alfes, Truss, Soane, Rees and Gatenby (2013) explored the processes through which management can either raise or lower employee engagement through the actions taken by managers. The data for this study was collected over a two-year period between 2007 and 2009 from eight organisations through questionnaires, face-to-face interviews and focus groups. The study involved 5,291 questionnaire respondents and around 180 interviews. Across the eight organisations, the participants for the study involved (58%) male and (42%) females. The results from the regression analysis showed that high level of perceived meaningfulness of work is positively associated with high levels of engagement with work. The researchers concluded that meaningfulness is the most important driver of engagement for all employee groups. Even though the researchers conceptualized empowerment as a psychological construct, the study only assessed the influence of meaningfulness of work. The current study will however extend this study by examining the influence of both perspectives of employee empowerment on job involvement.

Hamed (2010) examined the relationship between role clarity, organizational trust and employee empowerment and the relationships between employee empowerment and job involvement and job satisfaction. A cross-sectional survey research design was adopted for this study. A random sample of 862 out of 1724 employees of post offices in Riyadh region

was selected to participate in the study. Self-administered questionnaires were used to collect the data for the study. Of a total 862 questionnaire administered, the results showed a statistically significant positive relationship between role clarity, organizational trust and employees' empowerment. Also, there was a statistically significant positive relationship between employees' empowerment and job involvement. The present study will go further to test the moderating role of job insecurity in the relationships between trust, employees' empowerment and job involvement.

Humborstad and Perry (2011) conducted a study on the relationship between turnover intentions and empowerment and how the job attitudes of employees will mediate this relationship. Self-administered questionnaire were given out to frontline hotel service workers in China. The structural equation modelling revealed an insignificant correlation between empowerment and service effort. However, job attitudes mediated the relationship between employee turnover intention and empowerment. It is likely that other moderators like job insecurity can influence the relationship between empowerment and service effort such as employee job involvement. Again, since this study was done in China, it will be feasible to test the moderating effect of job insecurity in the relationship between employee empowerment and job involvement in Ghana since both are collectivist societies.

Biswas (2012) explored the relationship between psychological climate and affective commitment on sales person's level of job involvement and job satisfaction. Data were collected from sales and marketing executives and their supervisor's across organizations in India. The results of the structural equation modelling showed that psychological climate and affective commitment have a positive relation with employee job involvement. The measure of psychological climate in this study involved elements of role clarity, contribution,

recognition, self-expression, and challenge, which are elements that are present in organizational empowerment. Hence, the current study extends this study to test the influence of employee empowerment on job involvement and how job insecurity will impact such a relationship.

Gan et al. (2012) investigated the factors (motivation, training, psychological factors and job characteristics) that could potentially affect the job involvement level of employees in fast food industry. Using a sample of 380, their finding was that, when employees perceive that, the work they do in the organization is significant or relevant, the level of job involvement they display enhances significantly. The current study will specifically look at how organizational empowerment that can cause employees to feel their work is significant could enhance employee job involvement. The researchers of this study however failed to give the respondents adequate time to fill the questionnaire, as they demanded them to fill on the spot during work hours. This could cause a potential threat to the accuracy of the responses, as the respondents could have been distracted due to on-going work or may be in a hurry to fill them and get it over with. The present study will give adequate time to respond to questionnaires.

Onyishi et al. (2012) also researched on how an employee's ability to take charge at work would be influenced by self-efficacy. The researchers used a cross-sectional survey design in this study. A sample of 201 employees in the banking sector in Nsukka, Southeast Nigeria was selected for the study. The results of the study were subjected to a regression statistical analysis. The findings indicated that not only did self efficacy significantly predict an employees ability to take charge at work, but also indicated that taking charge was further significantly predicted by employees perceived organizational support. However,

generalizing these results to other groups of workers other than the banking sector may not be feasible, as the study surveyed only employees in the banking sector. Moreover, self-efficacy is only a facet of employee psychological empowerment; hence, the current study will look at the contributions of both the psychological and relational empowerment on employee job involvement.

### ***2.2.3 Job insecurity and employee involvement.***

Dolan, Tzafrir and Baruch (2005) using a sample of 450 participants, they investigated whether procedural justice and trust had a causal relationship to organizational citizenship behaviour. The results indicated that, perceptions of procedural justice by employees have both an indirect and direct effect on employee organizational citizenship behaviour via employee organizational trust. In other words, their findings indicate that, when employees perceive the organizational environment and processes to be fair, consistent, representative and just, their trust in the organization increases thereby leading them to increase their proactive citizenship behaviours (Dolan et al., 2005). A limitation of the study is that it mostly relied on instruments that had very few items on it. However, according to Cascio (1991) fewer itemed questionnaires have a tendency to not adequately cover the domain of the construct, which have a tendency to cause measurement error. The current study will however utilise questionnaires that effectively cover the expanse of the construct. The present study will also look at how employee perceptions of job insecurity can influence the relationships between organizational trust, empowerment and job involvement.

In a study, Buitendach and De Witte (2005) assessed how job insecurity was related to affective organizational commitment and job satisfaction among maintenance workers in Gauteng. The Multiple regression analysis of the data indicated that although the relationship

between job satisfaction, job insecurity and commitment was significant, the significance was small. Further, job satisfaction mediated the relationship between organizational commitment and job insecurity. West and Dawson (2012) have noted that, employee work engagement involves a psychological state like involvement, commitment and attachment. And even though engagement shares some aspects of job satisfaction and organisational commitment, the concept of engagement is distinct. Therefore, the current study extends this study by looking at the moderating role of job insecurity in the relationship between employee empowerment, trust and job involvement.

Tjeku (2006) explored the relationship between organizational empowerment and job insecurity in an organization that manufactures steel. Using a cross sectional design, the results from the regression analysis indicated that, when leaders are empowering, it reduces the level of job insecurity employees experience and increases the psychological empowerment of the employees. Furthermore it was also found that, the levels of job insecurity experienced by employees tend to decrease their levels of psychological empowerment. This research fails to look at both dimensions of organizational empowerment. The present study will look at both dimensions of empowerment under the facets of (dynamic structural framework, control of work place decisions and fluidity in information sharing). Furthermore, the moderating role of job insecurity to employee trust in management, empowerment and employee involvement will be dully investigated in this research.

In a study conducted by Stander and Rothmann (2010) they examined the relation between job insecurity, employee work engagement and psychological engagement. The results of a multivariate analysis of variance showed that psychological empowerment and job insecurity

were statistically significant predictors of employee engagement while the affective component of job insecurity acted as a moderator in the relationship between psychological empowerment and employee engagement. In spite of the strength of this study, at least one item of one of the scales of the empowerment questionnaire (i.e. meaning) resulted in an overlap with one item of the UWES. This could have inflated the relationship between meaning and employee job engagement. The current study therefore, will use survey instruments that are distinct in terms of items and subscales to measure the influence of employee empowerment on job involvement and how job insecurity will influence this relationship.

Cobussen (2011) undertook a study on how the work performance of employees is affected by job insecurity. Employee work performance was specified in detail to include certain aspects of work such as productivity, quality, absence, counterproductive work behaviour, job satisfaction and Organizational commitment. The results indicated that, a significantly negative relationship existed between job insecurity and employee performance. A test of the moderating effect of organizational justice and transformational leadership was further conducted by, Cobussen (2011) on the relationship between employee job insecurity and performance. They reported that, workers who perceived organizational justice and transformational leadership in their organizations did not experience lower levels of job insecurity and hence their job performance did not improve. The setting of the research (Netherlands) limits the ability to generalize the research. This is because the Netherlands has a low unemployment rate (Cobussen, 2011) therefore; this could have served as a confounding variable in the above research. This could be the case because; if such employees perceive job insecurity the tendency to decrease performance will be higher as it is relatively easier to get a new job. However the unemployment rate in the current research

setting, which is Ghana, is very high and hence this confounding variable will be eliminated or reduced in the current study.

#### **2.2.4 Key variables in the study.**

- Independent variable - Organizational trust
- Independent variable - Organizational empowerment
- Moderating variable - Job Insecurity
- Dependent variable - Job Involvement

### **2.3 Statement of hypotheses**

Based on the literature reviewed above, the study tested the following hypotheses

**Hypothesis 1:** Organizational Trust will have a significantly positive relationship with employee job involvement (Bussing, 2002).

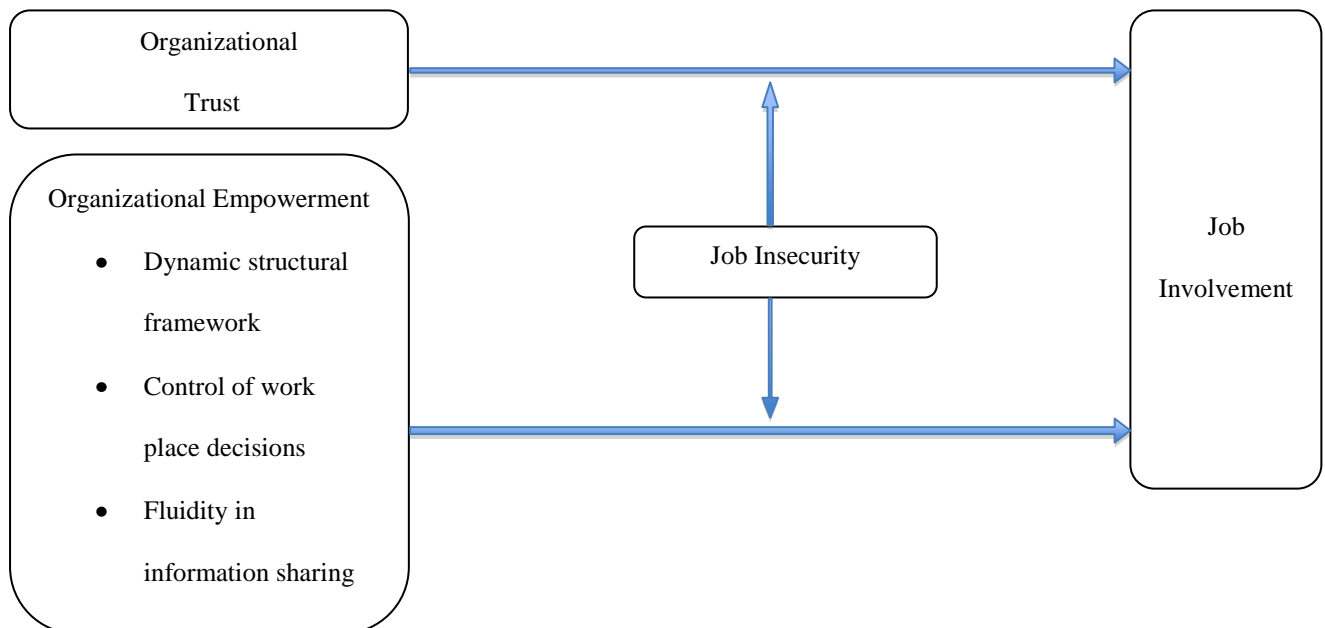
**Hypothesis 2:** Organizational Empowerment will have a positive and significant relationship with employee job involvement (Hamed, 2010).

**Hypothesis 3:** Job insecurity will moderate the relationship between organizational empowerment and employee job involvement. That is, if the positive effect of organizational trust on employee job involvement will be weaker among employees who perceive high job insecurity (Dolan et al., 2005).

**Hypothesis 4:** Job insecurity will moderate the relationship between employee organizational trust and employee job involvement. Specifically, the positive effect of organizational empowerment on employee job involvement will be weaker for employees who perceive high job insecurity than those employees who do perceive low job insecurity (Tjeku, 2006).

## 2.4 Proposed conceptual framework

Conceptual framework is a graphical or narrative explanation of the key concepts and constructs or variables and the presumed relationships between them (Maxwell, 2005). The conceptual framework according to Miles and Huberman (1994) can be “rudimentary or elaborate, theory-driven, descriptive or casual” (p. 18). Thus, the goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them (Rocco & Plakhotnik, 2009).



**Figure 1: Proposed Conceptual Framework**

Figure one is a summary of the hypothesized mapped relationships between the independent, moderating and dependent variables.

## 2.5 Operational definition

Within the context of the present study, the following terms have been defined as follows:

- **Organizational Empowerment:** organizational policies and structures that grant employees greater latitude in their work as indicated in the organizational empowerment scale (Mattews, Diaz & Cole, 2003).
- **Dynamic structural framework:** the provision of modifiable guidelines by the organization to employees to aid them procedurally and baviourally when making decisions concerning their jobs as measured (Mattews et al., 2003).
- **Control of work place decisions:** when employees are allowed to make input into in the organization as measured on the on the organizational empowerment scale (Mattews et al., 2003).
- **Fluidity in information sharing:** when management makes readily available all information concerning the organization to its employees as measured on the organizational empowerment scale (Mattews et al., 2003).
- **Organizational Trust:** employee's willingness to be venerable to the organization or management as measured on the organizational trust inventory (Cummings & Bromiley, 1995).
- **Job insecurity:** discrepancy between the levels of security employees experience and the levels they might prefer as measured on the job insecurity questionnaire (De Witte et al., 2008).
- **Job involvement:** psychological identification of a person with a specific job as measured on the job involvement questionnaire (Kanungo, 1982).

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

The chapter describes the research design and methods utilized during the data collection. It also describes the population, sampling framework and procedures for data collection. It also goes on to further describe the measures or instruments that were used in the gathering of the data.

#### 3.2 Population and sample

The population for this study was employees working at Nestle Ghana Limited. This is because Nestle Ghana Limited has diverse contract terms with their staff, which aided in effectively capturing the moderating effect of job insecurity. Nestle Ghana Limited's branch at Tema was used for the study. This branch was used because of convenience and proximity to the researcher. Out of the population, a total of 300 participants were randomly selected for the study. This sample size was chosen in light of the rule of thumb suggested by Tabachnik and Fidell (2007). Their recommendation was that,  $N > 50 + 8m$ , where  $N$  = sample size and  $m$  = number of independent variables (IV). Since there are 3 IVs, the sample size is estimated to be greater than 74. Therefore the sample size of 300 is justified. Although the researcher sent in 300 questionnaires to the field, a total of 201 of the questionnaires were returned. This represented a response rate of (67%). However, out of the questionnaires returned, 192 were valid for data analysis, as the nine omitted questionnaires were not fully completed. The mean age for the sample is 37.9 years. One hundred and twenty six 126 representing (66%) of the workers were males while 66 representing (34%) were females. Seventy-five (39%) of

the workers were contract staff, while 117 (61%) were permanent staff. Table 3.1 below illustrates the demographic characteristics of the participants.

**Table 3.1**

**Summary of the Demographics Characteristics**

Variables	Frequency			Percentage		
	Males	Females	Total	Males	Females	Total
<b>Organizational status</b>						
Supervisory role	70	40	110	37%	21%	57%
Non-supervisory role	56	26	82	29%	14%	43%
<b>Educational Level</b>						
Masters	26	11	37	14%	6%	19%
First degree	74	42	116	39%	22%	60%
Non- Degree	26	13	39	14%	7%	20%
<b>Tenure</b>						
1-5	37	23	60	19%	12%	31%
5-10	59	18	77	31%	9%	40%
10-15	14	10	24	7%	5%	13%
15+	16	15	31	8%	8%	16%
<b>Marital Status</b>						
Single	55	38	93	29%	20%	48%
Married	71	28	99	37%	15%	52%

### 3.3 Sampling techniques

The convenience sampling method was used in selecting participants by obtaining data from participants based on convenience and availability. This is because, the questionnaires for the

study were distributed to respondents who were available and willing to participate in the study. This is due to the fact that this technique is considered to be cheaper and less time consuming. According to Brewerton and Millward (2001) even though this sampling method is not based on probability sampling techniques, it often shows to be extremely effective in predicting outcomes.

### **3.4 Design**

The study employed the quantitative multivariate correlational design using the survey methodology. This design was used because, the study focused on analysing the direction, degree, magnitude, and strength of the relationships or associations between the independent variables (trust and empowerment) and the dependent variable (job involvement) and also the moderating effect (job insecurity) on these relationships. With the survey methodology, questionnaires were used to solicit for information from participants, which ensured that a large number of participants would be covered within a short period of time. The focus of this design is not to establish a cause-effect relationship but to examine the relationships between the predictor variables and the criterion variable. Moreover, this design was chosen because it is the most appropriate owing to the fact that the study was concerned with finding out the relative accuracy with which the dependent variable could be predicted using a number of predictor variables (Brewerton & Milward, 2001).

### **3.5 Measures / instruments**

The questionnaire was administered to employees to be completed on voluntary basis. It consisted of a demographic section and four standardized measuring instruments to measure job involvement, organizational trust, and organizational empowerment and job insecurity.

### ***3.5.1 Dependent measure/ instrument.***

**Job Involvement:** was measured with a 10-item scale. The scale was constructed by Kanungo (1982) and includes Items such as, “to me my job is only a small part of who I am, I live eat and breathe my job and usually I feel detached from my job” (Kanungo, 1982, p. 341). The scale is measured on a six-point Likert that ranges between one (strongly agree) to six (strongly disagree). High score represent high employee job involvement. The scale has been reported to have a reliability of 0.87. Brown (1996) and Perrot (2005) assert that, among the commonly used questionnaires, this scale is seen as the most accurate in measuring JI.

### ***3.5.2 Independent measures / instruments.***

**Organizational trust:** Bromiley and Cummings (1995) designed the Organizational Trust Inventory (OTI). OTI is a 12 - item scale to measure an employee’s level of trust in his or her organization. The scale measures trust along the affective and cognitive components of trust. Respondents are required to indicate their responses using a seven-point Likert scale ranging from one (very strongly agree) to seven (very strongly disagree). Some of the items on the scale are reverse scored and higher scores on the scale indicate high levels of organizational trust. Bromiley and Cummings (1995) reported high levels of internal consistency in two different groups (i.e Cronbach alphas of 0.93 and 0.94).

**Organizational empowerment:** was measured using the Organizational Empowerment Scale (OES) (Mattews et al., 2003). This scale draws from both the relational and the psychological perspectives of empowerment. It is a negatively and positively phrased 19-item scale. The OES measures empowerment in an organization within three specific dimensions. These are, Dynamic Structural Framework (DSF) (e.g., employees have a say in changing company policies), Control of Workplace Decisions (CWD) (e.g., employees have a say in

defining their job responsibilities) and Fluidity in Information Sharing (FIS) (e.g., employees are provided with financial records of the company). DSF is defined as when organizations make clear guidelines that can be modified and are aimed at assisting employees execute their duties both behaviourally and procedurally (Quinn & Spreitzer, 1997 p. 39). CWD is defined as “when employees are allowed input into all aspects of their professional career” (Wilkinson, 1998 p. 42). FIS is also defined as “when all information concerning the company is accessible to all individuals in the company” (Siegall & Gardner, 2000 p. 703). The scale is measured on a seven-point Likert scale ranging from; very strongly disagree to very strongly agree. The Cronbach alpha coefficients for the three scale factors have been reported to be 0.91, 0.90, and 0.81 representing DSF, CWD, and FIS respectively (Matthews et al., 2003).

### ***3.5.3 Moderating measure/ instrument.***

**Job Insecurity:** was measured with the Job Insecurity Questionnaire (JIQ) (De Witte et al., 2008) was used to measure the levels of perceived job insecurity. The JIQ consists of 11 items, measuring cognitive (e.g. ‘Chances are I will soon lose my job’) and affective (e.g. ‘I fear I will lose my job’) aspects of insecurity on the job. The items fall within a five- point Likert scale which range from one (strongly agree) to five (strongly disagree). The six items measuring cognitive job insecurity have been reported to display a Cronbach alpha coefficient of 0.90 and the subsequent five items for affective job insecurity, a Cronbach alpha coefficient of 0.85 (De Witte et al., 2008). A global measure of job insecurity with the JQI reported a Cronbach alpha coefficient of 0.92 (De Witte et al., 2008).

### 3.6 Procedure

To ascertain the psychometric properties of the scales that make up the questionnaire, the study commenced with a pilot study. The details of the pilot and main study conducted are provided below.

#### 3.6.1 *Pilot study.*

A pilot study was conducted to determine the reliability of the questionnaire of the study. Although the scales that were adapted for the study have established an existing reliability and validity, the current study was conducted in Ghana, which may differ from the settings in which the scales were validated. A pilot study was conducted to identify items that respondents may have difficulty comprehending or maybe interpreted differently than was intended. A total of 30 questionnaires were administered to respondents in the pilot study. Four main measures or instruments were tested. The Cronbach's Alpha reliability was calculated for all the scales. The Job Involvement scale yielded a total alpha value of .93 ( $\alpha = .93$ ). The Cronbach's alpha value of .84 ( $\alpha = .84$ ) was recorded for the Organizational Trust Inventory. Furthermore, the Organizational Empowerment scale also had an alpha value of .78 ( $\alpha = .78$ ), with its three subscales having .65 ( $\alpha = .65$ ) for Dynamic Structural Framework (seven items), .61 ( $\alpha = .61$ ) for Control of Work Place Decisions (seven items) and .79 ( $\alpha = .79$ ) for Fluidity in Information Sharing (five items). The Job Insecurity scale had recorded an alpha value of .89 ( $\alpha = .89$ ) the two subscales of the inventory yielded alpha values of .72 ( $\alpha = .72$ ) for Cognitive job insecurity (six items) and .86 ( $\alpha = .86$ ) for Affective job insecurity (five items). What this indicates is that each of the scales employed are reliable. Furthermore, the returned questionnaires and comments made by participants showed that they were clear

about the content of the questionnaires. Hence no changes were necessary and therefore the scales were adopted for the main study.

### **3.6.2 Main study.**

Before commencing the study, ethical clearance was obtained from the Noguchi Memorial Institute for Medical Research (Institutional Review Board, IRB) (see Appendix A). After the ethical approval from the board, a letter of introduction from the Psychology Department, University of Ghana, Legon was taken along with the clearance certificate to the research setting. There after, an appointment date was set for data collection at the organization.

The human resource administrator of the selected organization was the point of contact and she made it possible to access the various departmental heads. These departmental heads thereafter made available the workers under their respective units. The participants from the selected organization were conveniently and randomly sampled. This technique involves utilizing participants who are readily available (Leedy & Ormrod, 2005). The participants before given the questionnaires were made to provide their informed consent (See Appendix B) and assured of ethical issues such as anonymity and confidentiality of responses they will provide.

Four weeks was scheduled for the entire data collection. The questionnaire was distributed to the participants and left at their disposal to complete within the specified period. However, the researcher made periodic visits to the organization to collect completed questionnaires and also to address any questions or concerns. The research respondents were made to sign an informed consent form and assured of ethical issues such as anonymity and confidentiality of responses provided. Data collection started in the second week of May 2013 and ended in the

first week of June 2013. The returned questionnaires were thereafter coded and subsequently analysed.

### **3.7 Ethical considerations**

In accordance with the American Psychological Association (APA) ethical code, guidelines are given to guide psychologist in the conduct of their research. The ultimate goal of this code is to protect the rights and welfare of survey respondents or groups who partake in a study.

In the conduct of the present study, the researcher payed particular attention to ensuring the APA guidelines were followed to the latter throughout the conduct of the study. In the selection of research participants for instance, under no circumstance was coercion or inducement utilized. Only participants who volunteered to take part in the study were used. As directed by the APA guidelines, informed consent, right to decline participation at any point of the research was strictly adhered to. This is because; participants were informed of their right to drop out of the study at any point they wished.

Confidentiality of the responses of participants was also adhered to at every step of this study. This is because, all participants were assured of their confidentiality of their responses on the consent forms and also total anonymity of their identity was further assured to them as they were told not to provide their names on the questionnaires.

## **CHAPTER FOUR**

### **RESULTS**

#### **4.1 Introduction**

The current study evaluated the influence of organizational trust and organizational empowerment on employee job involvement as well as the moderating role of job insecurity. The study was guided by four main objectives. The first was to determine whether organizational trust would influence employee job involvement. The second was to ascertain if organizational empowerment would influence the job involvement of employees. The third was to find out whether employee job insecurity would moderate the relationship between organizational trust and job involvement. Finally, the fourth objective was to assess whether the relationship between organizational empowerment and job involvement would be moderated by job insecurity. This chapter presents the results generated from the data collection guided by the objectives above. The chapter has been divided into two main sections. The first is the preliminary results and the second aspect reflects the results generated from hypotheses testing.

#### **4.2 Preliminary Results**

The preliminary analysis was conducted in five steps. They include factor analysis of all the scales utilized in the study, descriptive analysis, analysis of normal distribution of the variables, reliability analysis and finally, Pearson's Product moment correlation coefficient among the core variables of the study.

#### **4.2.1 Factor analysis.**

Factor analysis conducted on the various scales indicated that each scale possessed construct validity. This aided the researcher to ascertain if the items that make up the scales would produce factor loadings that indicated that they could be considered to be part of a single construct (Field, 2005). It also allowed the researcher to determine if factor loadings on the scales were similar to the factor loadings on the original scales. The results of the factor loadings based on a principal component analysis of the various scales are therefore presented below.

**Table 4.1**

**Factor loadings based on a principal component analysis of the twelve items on the OTI (N=192)**

Items	Component 1	Component 2
	Cognitive	Affective
2. We think that the organization meets its negotiated obligations to our department	.80	
1. We think the people in management tell the truth	.72	
9. We think that management does not mislead us	.68	
4. We think that, the people within the organization succeed by stepping on other people	.66	
3. In our opinion, management is reliable	.66	
8. We feel that management will keep its word	.65	
6. We think that management takes advantage of our problems	.60	
12. We feel that the organization takes advantage of people who are vulnerable	.57	
11. We feel that management negotiates joint expectations fairly	.44	
7. We feel that management negotiates with us honestly		.86
5. We feel that management always tries to get the upper hand		.81
10. We feel that that management tries to get out of its commitments		.77
% Of variance explained	32%	19%

### ***Organizational Trust Inventory (OTI)***

There were 12 items on the OTI and they were subjected to principal components analysis (PCA) using SPSS. Before the PCA was conducted, the suitability of the scale for factor analysis was evaluated. Many of the coefficients of .3 and above were observed during the

inspection of the correlation matrix. The Kaiser-Meyer-Oklind value was .79, which is greater than the value of .6 recommended (Kaiser, 1970, 1974). The Bartlett's Test of Sphericity (Bartlett, 1954) was statistically significant, which further aided in the factorability of the correlation matrix. The PCA reflected that, there were 3 eigenvalues that were above 1, this explained (37%), (14%) and (9%) respectively. Using Cartell's (1966) test on the scree, two of the components were retained for further analysis. For this analysis, the Varimax rotation was carried out. Table 4.1 shows that all the items loaded considerably on one component. The solution from the two factors accounted for a variance of (51%), with component one representing (31%) and component two representing (19%). The inference, indicated from the two components (affective and cognitive) was consistent with the previous research on the OTI (Cummings & Bromiley, 1995).

**Table 4.2**

**Factor loadings based on a principal component analysis of the nineteen items on the OES (N=192).**

Items	Component 1	Component 2	Component 3
	DSF	CWD	FIS
Q6DSF	.78		
Q2DSF	.66		
Q3DSF	.63		
Q4DSF	.59		
Q7DSF	.55		
Q5DSF	.52		
Q1DSF	.45		
Q13CW		.78	
Q8CW		.60	
Q9CW		.57	
Q12CW		.54	
Q14CW		.46	
Q11CW		.42	
Q10CW		.38	
Q15FIS			.71
Q16FIS			.65
Q18FIS			.61
Q17FIS			.59
Q19FIS			.52
% Of variance explained	19%	12%	10%

### **Organizational Empowerment Scale (OES)**

The 19 items on the OES was subjected to principal components analysis (PCA) using SPSS. Before the PCA analysis, the suitability of the scale for factor analysis was evaluated. Many of the coefficients recorded .3 and above on the correlation matrix. The Kaiser-Meyer-Okin value was .63, which is greater than the value of .6 recommended (Kaiser, 1970, 1974). The Bartlett's Test of Sphericity (Bartlett, 1954) was statistically significant, which further aided in the factor analysis of the correlation matrix. The PCA reflected that, there were 6 eigenvalues that were above one, this explained (23%), (10%), (9%), 8.16, 7.25 and 6.68 respectively. Inculcating Cartell's (1966) test on the scree plot, three of the components were retained for further analysis. The Varimax rotation was hence carried out. The rotation presented in Table 4.2 above reflects a simple structure (Thurstone, 1947), furthermore, all the items loaded considerably on one component. The solution from the three factors accounted for a variance of (42%), with component one representing (19%), component two representing (12%) and component three representing (10%). The indication from the three components was consistent with the previous research on the OES, with dynamic structural framework (DSF) items loading under Component one, Control of work place decisions (CWD) items loading on component two and Fluidity in information sharing (FIS) items also loaded on component three. The analysis was consistent with previous research on the use of the DSF, CWD and FIS items on the scale as three separate sub scales of the instrument (Matthews et al., 2003).

**Table 4.3****Factor loadings based on a principal component analysis of the eleven items on the JIQ****(N=192).**

Items	Component 1 Affective	Component 2 Cognitive
4. I am very sure that I will be able to keep my job	.60	
5. It makes me anxious that I might become unemployed	.46	
6. I feel uncertain about the future of my job	.64	
8. I fear that I might lose my job	.84	
9. I fear that I might get fired	.86	
10. There is a possibility that I might lose my job in the near future	.82	
11. I think that I might be dismissed in the near future	.76	
1. I think that I will be able to continue working here		.85
2. There is only a small chance that I will become unemployed		.42
3. I am certain/sure of my job environment		.65
7. I worry about the continuation of my career		.46
% Of variance explained	36%	17%

### ***Job Insecurity Questionnaire (JIQ)***

The JIQ's 10-item questionnaire was subjected to the principal components analysis (PCA) using SPSS. Before the PCA analysis, the suitability of the scale for factor analysis was evaluated. Many of the coefficients recorded .3 and above on the correlation matrix. The Kaiser-Meyer-Okin value was .808, which is greater than the value of the .6 recommended (Kaiser, 1970, 1974). The Bartlett's Test of Sphericity (Bartlett, 1954) was statistically significant, which further aided in the factor analysis of the correlation matrix. The PCA reflected that, three eigenvalues were above one, this explained (42%), (12%) and (10%) respectively. Cartell's (1966) test on the scree plot was used, which led to the retaining of two of the components for further analysis. For this analysis, the Varimax rotation was carried out. Table 4.3 indicates that all the items loaded considerably on one component. The solution from the two factors accounted for a variance of (54%), with component one representing (36%) and component two representing (17%). The indication from the two components was consistent with the previous research on the JIQ, with affective items loading under Component one and the cognitive items loading on component two. The analysis was in line with previous research on the use of the cognitive and affective items on the questionnaire as two separate sub scales of the instrument (De Witte et al., 2008).

### ***Job Involvement Scale (JIS)***

There were 10 items on the JIS and they were subjected to the principal components analysis (PCA) using SPSS. Before the PCA was conducted, the suitability of the scale for factor analysis was evaluated. Many of the coefficients of .3 and above were observed during the inspection of the correlation matrix. The Kaiser-Meyer-Okin value was .84, which is greater than the recommended value of .6 (Kaiser, 1970, 1974). The Bartlett's Test of Sphericity (Bartlett, 1954) was statistically significant, which further aided in the factorability of the

correlation matrix. The PCA reflected that, there were two eigenvalues that were above one, this explained (41%) and (13%) respectively. For this analysis, the Varimax rotation was carried out. The rotation in Table 4.4 below indicates a simple structure (Thurstone, 1947), furthermore, all the items loaded considerably on one component. The solution from the two factors accounted for a variance of (53%), with component one representing (41%) and component two representing (13%). Inculcating Cartell's (1966) test on the scree, two of the components were retained for further analysis. For this analysis, the Varimax rotation was carried out. The inference, indicated from the two components was consistent with the previous research on the JIS. The analysis buttresses previous research on the use of the job and work items on the inventory as two separate components of the scale (Kanungo, 1982).

**Table 4.4****Factor loadings based on a principal component analysis of the ten items on the JIS****(N=192).**

Items	Component 1	Component 2
	Job	Work
1. The most important things that happen to me involve my present job	.45	
3. I am very much involved personally in my job	.63	
4. I live, eat and breath my job	.83	
5. Most of my interest are centered around my job	.82	
6. I have very strong ties with my present job which would be very difficult to break	.75	
7. Usually I feel detached from my job	.38	
9. I consider my job to be very central to my existence	.80	
10. I like to be absorbed in my job most of the time	.83	
2. To me my job is only a small part of who I am		.64
8. Most of my personal life goals are job-oriented		.56
% Of variance explained	41%	13%

***4.2.2 Analysis of the normal distribution of variables***

An overall inspection of Table 4.5 below reveals that, the division of the Skewness and kurtosis values by their standard error scores indicated z- scores, which had values, which were less than 3.29 (significant at the  $p < 0.01$  level). Since these scores are below the upper threshold of 3.29, it gives an indication that the data is normally distributed (Tabachnick & Fidell, 2001). Thus the use of parametric statistical analysis is appropriate.

### 4.2.3 Reliability Analysis of the Scales

The coefficient of internal consistency (Cronbach's alpha) was computed prior to the main study to ascertain the reliability of the scales being utilized in the study. An appreciable level of internal and external consistency of scores on the instruments was observed as depicted in Table 4.5 below. This therefore boosted the confidence of the researcher in the use of the scales as the reliability of the scales was confirmed and established.

### 4.2.4 Descriptive statistics

The descriptive statistics was generated from the summary of the raw data to generate the means and standard deviations of the sample used. As indicated in Table 4.5 below the standard deviation(s) observed in relation to their respective mean(s) show small standard deviations in relation to the means. This implies that majority of the respondents scores were close to the mean score. Therefore, the individual variations as compared to the mean were widely spread.

**Table 4.5**

#### Summary of the Means, Standard Deviation, Skewness and Kurtosis

Variable	Mean	SD	Skewness	Kurtosis	Cronbach's $\alpha$
Age	37.94	6.69	.329	-.967	—
OT	61.87	9.41	-1.47	2.68	.84
OE	75.58	11.72	-.150	.803	.78
JNS	22.17	6.11	.280	-.116	.72
JI	38.36	10.23	.282	2.03	.93

**Note:** N= 192, OT=Organizational Trust, OE=Organizational Empowerment, JNS=Job Insecurity, JI=Job Involvement

#### 4.2.5 Pearson correlations among study variables

The preliminary analysis had its final step being the computation of the Pearson Product moment correlations among all the variables in the study. The summary of the outcome is presented in Table 4.6 below.

**Table 4.6**

**Summary of Pearson Correlation between the Demographics, Independent, Dependent and Moderating Variables**

Variables	1	2	3	4	5	6	7	8	9	10
1. Age	—	—	—	—	—	—	—	—	—	—
2. Tenure	.384**	—	—	—	—	—	—	—	—	—
3. Terms of Emp	.180**	.278**	—	—	—	—	—	—	—	—
4. Trust	-.250**	-.058	.268**	—	—	—	—	—	—	—
5. Empowerment	.024	-.181**	-.130*	.224**	—	—	—	—	—	—
6. Job Insecurity	-.104	-.015	-.080	-.144*	-.384**	—	—	—	—	—
7. DSF	.008	-.224**	-.090	.201**	.809**	-.426**	—	—	—	—
8. CWD	.049	-.128*	-.130*	.172**	.785**	-.323**	.441**	—	—	—
9. FIS	-.002	-.067	-.086	.153*	.761**	.138*	.437**	.396**	—	—
10. Job Involvement	.112	.103	.225**	.155*	.202**	-.083	.104	.174**	.203**	—

**Note:** N = 192, \*\* =  $p < 0.01$ , \* =  $p < 0.05$  (one tailed)

The strength of the relationships in Table 4.6 above was interpreted using the following parameters: very low (.01 - .1), low (.2 - .3), moderate (.4 - .5), substantial (.6 - .7), and high (.8 - .9), correlations above 0.90 indicate multicollinearity (Field, 2005). Table 4.6 indicates that terms of employment (temporary and permanent) had a low but significant correlation with employee job involvement [ $r = .255$ ,  $p < .01$ ]. There is therefore the indication that as

the terms of employment increases, employee job involvement also increases. Again, organizational trust was found to have a low but significant correlation with organizational empowerment [ $r = .224, p < .01$ ]. However age had no significant correlation with job involvement [ $r_{(190)} = .112, \rho = .060$ ]. Tenure on the other hand also had no significant relationship with employee job involvement [ $r_{(190)} = .103, \rho = .078$ ]. As a result the influences of these demographic variables on the dependent variable have been curtailed in this study.

### **4.3 Hypothesis testing**

Based on the objectives that were generated for the study and stated above, four hypotheses were formulated. Inferential statistics consisting of the Pearson Product moment correlation coefficient (Pearson  $r$ ) was run to determine the relationship between the predictors and the criterion variable. Baron and Kenny's (1986) approach to moderated regression analysis was employed. Moderation is said to exist when a third variable affects the direction and strength of the relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). The Statistical Package for Social Sciences (SPSS) version nineteen (19.0) software was used for the data entry and analysis.

#### **Hypothesis One**

The first hypothesis explored the relationship between Organizational Trust ( $M = 61.87$ ) and employee job involvement ( $M = 38.36$ ). The Pearson's Product moment correlation coefficient was used in analysing this hypothesis. Referring to Table 4.6 above, the result was found to be statistically significant. Organizational Trust had a very low but positively significant correlation with employee job involvement [ $r_{(190)} = .155, \rho < .05$ ]. This indicates

that, as employee organizational trust increases; their level of job involvement also increases. Thus the first hypothesis was supported.

### **Hypothesis Two**

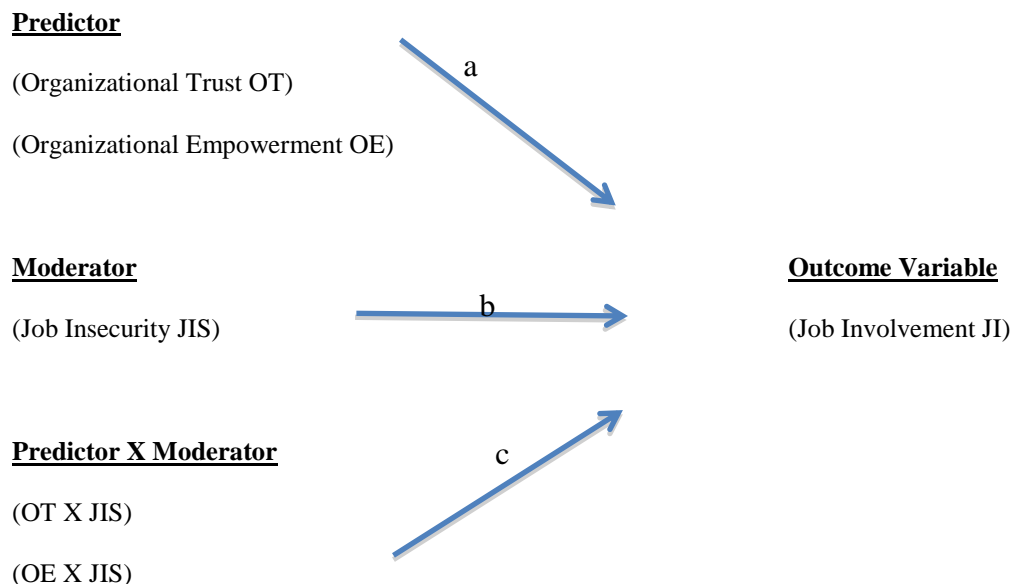
Hypothesis two on the other hand investigated the relationship between organizational empowerment (M = 75.58) and employee job involvement (M = 38.36). The Pearson's Product moment correlation coefficient was used in analysing this hypothesis also. As represented in the correlation matrix in Table 4.6 above, the analysis was observed to be statistically significant. The results indicated a low but positive relationship between organizational empowerment and employee job involvement [ $r_{(190)} = .202, p < .01$ ]. Therefore, the results indicate that as organizational empowerment of employees increases, the job involvement of employees also increases. In effect the second hypothesis was confirmed.

#### ***4.3.1 Testing for Moderation effect.***

The third and fourth hypotheses were moderating hypotheses. Hypothesis three examined if job insecurity would moderate the relationship between organizational trust and employee job involvement. More specifically, it was hypothesised that *the positive effect of organizational trust on employee job involvement will be weaker for employees perceiving high job insecurity than those perceiving low job insecurity*. Hypothesis four on the other hand, investigated if job insecurity will moderate the relationship between *organizational empowerment and job involvement*. That is, it was hypothesised that, *the positive effect of organizational empowerment on employee job involvement will be weaker for employees who perceive high job insecurity than those employees who do perceive low job insecurity*. To test these hypotheses, moderation analysis was used. The statistical and conceptual basis for

moderation is outlined below. In line with McClelland and Judd (1993) all the predictors were centred before they were utilised in the regression analysis, so as to reduce any likely risk of multicollinearity.

**Conceptual meaning of moderation hypothesis:** The direction and the strength of a relationship between variables can be accounted for by a moderator variable (Baron & Kenny, 1986). Moderator variables can either be qualitative such as age or quantitative such as job insecurity. The current study investigated if job insecurity would moderate the relationships between organizational trust and job involvement of employees and also organizational empowerment and employee job involvement. Baron and Kenny (1986) posit that experimental and also correlational views of a moderator can be made possible by utilizing a path diagram as both an analytic and descriptive procedure. In light of this approach, the effect of the moderation as utilized in the present study is presented in Figure 2.



**Figure 2: Path diagram of the moderating model (Baron & Kenny, 1986)**

Figure 2 above has three paths that are causal that relate to the outcome variable (job involvement). The influence of organizational trust and organizational empowerment are predictors that fall along the first path (a). The second path (b) has the influence of job insecurity as a moderator. Finally, the third path (b) has the interaction each predictor (organizational trust and organizational empowerment) on the moderator (OT X JIS, OE X JIS) on the basis of this model, the moderating hypotheses is supported interaction which lies on path c is significant.

**Statistical analysis for moderation:** In order to carry on with moderation analysis, the first prerequisite is that there should be a relationship between the independent and dependent variables in which the moderation effect is going to be tested on. This prerequisite was satisfied as indicated in Table 4.6. Hence, a hierarchical multiple regression analysis was utilized in testing for the moderation effect of job insecurity in the relationships between organizational trust and job involvement and organizational empowerment and job involvement. Baron and Kenny (1986) assert that, in order to test for moderation; four different stages must be followed;

1. Standardization of the variables involves a transformational linear method, which attempts to cleanse the data of the effect of multi-collinearity. In order to carry this out, the mean value of a variable is subtracted from each score of the same variable (Lingard & Francis, 2006).
2. The standardized values are used to calculate the interaction effect (predictor X moderator)
3. The outcome variable is then regressed, this is done by first entering the predictor variable in the first block. Subsequently, the moderator is entered into the second block and finally the interaction effect is entered into the third block.

4. The dependent variable is then regressed on the predictor, moderator and the interaction between the two. A significance of the interaction goes to prove that a moderation effect exists. On the contrary, if the interaction turns out not to be significant, it will mean there was no record of a moderation effect.

In order to test the third and fourth hypotheses, Baron and Kenny's (1986) procedure was adopted. After the moderator (job insecurity) was standardized, as recommended by (Aiken and West, 1991), the interactions were created by multiplying the standardized OT scores and JIS scores (OT X JIS) and same was also done for the centred scores of OE and JIS (OE X JIS). Subsequently the dependent variable (JIS) was regressed on the predictor, moderator and their interaction. As a result, the predictor (OE or OT) was first entered into the first block followed by the moderator (JIS) in the second block and finally the interaction terms (OT X JIS or OE X JIS) were entered in the third block. The results of this analysis are presented below.

### **Hypothesis Three**

The third hypothesis stated that, Job insecurity would moderate the relationship between organizational trust and employee job involvement. The hierarchical multiple regression analysis was used to test this hypothesis, since the prerequisite significant correlation was established between organizational trust and job involvement. The results are presented in Table 4.7 below.

**Table 4.7****Summary of the Hierarchical Multiple Regression for Job Insecurity on the relationship between Organizational Trust and Employee Job Involvement**

Predictors	<i>B</i>	<i>SEB</i>	$\beta$	<i>t</i>	<i>p</i>
Step 1 Constant	27.97	4.88		5.74	.000
Organizational Trust	.168	.078	.155	2.16	.032
Step 2 Constant	30.87	5.94		5.20	.000
Organizational Trust	.158	.079	.146	2.01	.046
Job Insecurity	-.104	.121	-.062	-0.855	.393
Step 3 Constant	29.87	6.05		4.94	.000
Organizational Trust	.172	.080	.158	2.14	.033
Job Insecurity	-.101	.121	-.060	-0.830	.408
Trust*Job Insecurity	-.545	.604	-.066	-0.901	.369

**Note:**  $R^2 = .024$  for step 1,  $\Delta R^2 = .004$  for step 2,  $\Delta R^2 = .004$  for step 3 \*\* $p < .01$

From the findings in Table 4.7 above, in step one of the model, organizational trust significantly accounted for (2%) variance in employee job involvement [ $F(1,190) = 4.65, \rho = .032, R^2 = .024$ ] and confirmed once again that organizational trust significantly predicts the job involvement of employees ( $\beta = .155, \rho = .032$ ). In step two the entire model accounted for a (0.4%) variance in job involvement [ $F(1,190) = .731, \rho = -.062, \Delta R^2 = .004$ ]. At this step, job insecurity was included in the equation; the results showed that, job insecurity could not predict employee job involvement significantly ( $\beta = -.062, \rho = .393$ ). At step three also, the model accounted for (0.4%) of the total variance in job involvement [ $\Delta R^2 = 0.004; F(1,188) = .812, \rho = .369$ ]. However, contrary to expectation, the results in step three indicated that the interaction of organizational trust and job insecurity on job involvement was not significant

( $\beta = -.066$ ,  $\rho = .369$ ). Therefore, the third hypothesis that stated that job insecurity would moderate the relationship between organizational trust and employee job involvement was not supported.

#### Hypothesis 4

The hierarchical multiple regression analysis was used to test the fourth hypothesis, which stated that job insecurity, will moderate the relationship between organizational empowerment and employee job involvement. This is because, a significant correlation was identified to exist between trust and job involvement. The results are presented in Table 4.8 below.

**Table 4.8**

**Summary of the Hierarchical Multiple Regression of Job Insecurity on the relationship between Organizational Empowerment and Employee Job Involvement**

Model	<i>B</i>	<i>SEB</i>	$\beta$	<i>t</i>	<i>p</i>
Step 1 Constant	25.07	4.74		5.29	.000
Organizational Empowerment	.176	.062	.202	2.84	.005
Step 2 Constant	25.48	6.76		3.77	.000
Organizational Empowerment	.174	.067	.199	2.58	.011
Job Insecurity	-.011	.129	-.007	-.086	.932
Step 3 Constant	26.53	6.45		4.11	.000
Organizational Empowerment	.182	.064	.209	2.84	.005
Job Insecurity	-.131	.126	-.078	-1.04	.300
Empowerment*Job Insecurity	-2.57	.576	-.312	-4.45	.000

**Note:**  $R^2 = .041$  for step 1,  $\Delta R^2 =$  for step 2 = .000,  $\Delta R^2 = .092$  for step 3 \*\* $p < .01$

Findings in Table 4.8 indicate that the model in step one was significant accounting for a (4%) variance in employee job involvement [ $F(1, 190) = 8.06, \rho = .005, R^2 = .041$ ]. Thus, organizational empowerment significantly predicted employee job involvement ( $\beta = .202, \rho = .005$ ). At step two of the model, job insecurity did not make any significant contributions in explaining the variance in employee job involvement, [ $F(1, 189) = .007, \rho = .932, \Delta R^2 = .000$ ] after it was added to the equation. Results in table 4.8 step three reveal that the model significantly accounted for (9%) variance in job involvement [ $F(1, 188) = 19.84, \rho = .000, \Delta R^2 = .092$ ]. Hence, in line with the prediction made, the interaction between organizational trust and job involvement was statistically significant ( $\beta = -.312, \rho = .000$ ). Thus, the hypothesis that job insecurity would moderate the relationship between organizational empowerment and job involvement was supported.

#### 4.4 Additional Analysis

The sub dimensions (DSF, CWD, & FIS) of organizational empowerment from the correlation matrix in Table 4.6 revealed that, Dynamic Structural Framework (DSF) did not significantly predict the job involvement levels of employees [ $r_{(190)} = .104, \rho > .01$ ]. On the other hand, Control of Work place Decisions (CWD) significantly predicted employee job involvement [ $r_{(190)} = .174, \rho = .01$ ]. Finally, Fluidity in Information Sharing (FIS) also significantly predicted the job involvement level of employees [ $r_{(190)} = .203, \rho < .01$ ]. Additional analysis was hence conducted to investigate the variance within the sub dimensions of organizational empowerment (CWD & FIS) that were significant in predicting employee job involvement. The results are presented in Table 4.9 below.

**Table 4.9****Summary of Standard Multiple Regression for the variance accounted for by the levels of Empowerment (CWD & FIS) on the Employee Job Involvement Relationship**

Predictors	<i>B</i>	<i>SEB</i>	$\beta$	<i>t</i>	<i>p</i>
Constant	25.85	4.19		6.17	.000
Control Of Work Place Decisions	.224	.156	.111	1.44	.153
Fluidity In Information Sharing	.352	.170	.159	2.07	.040

**Note:**  $R^2 = .052$ ,  $\Delta R^2 = .052$  ( $P < .05$ )

The Standard Multiple Regression was conducted to evaluate the variance within the sub dimension of empowerment (CWD and FIS) that was significant in predicting employee job involvement. Results from Table 4.9 indicate that, the model accounted for a (5%) total variance in employee job involvement. Furthermore, Control of Work place Decisions also did not significantly predict job involvement [ $F(3,188) = 3.44$ ,  $p = .153$ ,  $R^2 = .052$ ]. It explained (11%) variance in employee job involvement. However, Fluidity in Information Sharing significantly predicted job involvement [ $F(3, 188) = 3.44$ ,  $p = .043$ ,  $R^2 = .052$ ]. Based on the results, FIS appears to offer a higher prediction of employee job involvement since it accounted for (16%) variance in employee job involvement.

**Table 4.10**

**Summary of Standard Multiple Regression for the variance accounted for by  
Organizational Trust and Organizational Empowerment on Job Involvement**

Predictors	<i>B</i>	<i>SEB</i>	$\beta$	<i>t</i>	<i>p</i>
(Constant)	19.03	6.07		3.14	.002
TRUST	.125	.079	.115	1.56	.115
EMPOWERMENT	.153	.063	.176	2.42	.016

**Note:**  $R^2 = .053$ ,  $\Delta R^2 = .053$  ( $P < .05$ ).

The Pearson's Product moment correlation coefficient was used in the analysis of the correlation between organizational trust and organizational empowerment. As reflected in the correlation matrix in Table 4.6 above, organizational trust had a low but positively significant correlation with organizational empowerment [ $r_{(190)} = .224$ ,  $\rho < .01$ ]. Therefore, the results indicate that as the organizational trust of employees increases, the organizational empowerment of employees also increases. Standard Multiple Regression was further conducted to evaluate the individual contributions of each of these predictors (trust and empowerment) on employee job involvement. Findings in Table 4.10 above indicate that the entire model accounted for a (5%) variance in job involvement. However, it is evident that organizational trust did not significantly predict job involvement [ $F(2, 189) = 5.32$ ,  $\rho = .115$ ,  $R^2 = .053$ ]. It accounted for (12%) of the total variance in job involvement. On the other hand, organizational empowerment significantly predicted job involvement [ $F(2, 189) = 5.32$ ,  $\rho = .016$ ,  $R^2 = .053$ ]. Based on the results, organizational empowerment appears to offer a higher prediction of employee job involvement than organizational trust since it explains (18%) variance in employee job involvement.

### **Summary of findings**

The current study tested four main hypotheses to assess the influence of organizational trust and organizational empowerment at Nestle Ghana Limited: the moderating role of job insecurity. The findings are presented below:

- A significant positive relationship between Organizational Trust and employee Job Involvement
- There was a significant relationship between Organizational Empowerment and the Job Involvement of employees
- Job Insecurity did not moderate the relationship between Organizational Trust and Job Involvement of employees.
- Job insecurity moderated the relationship between Organizational Empowerment and employee job involvement.

### ***Additional findings;***

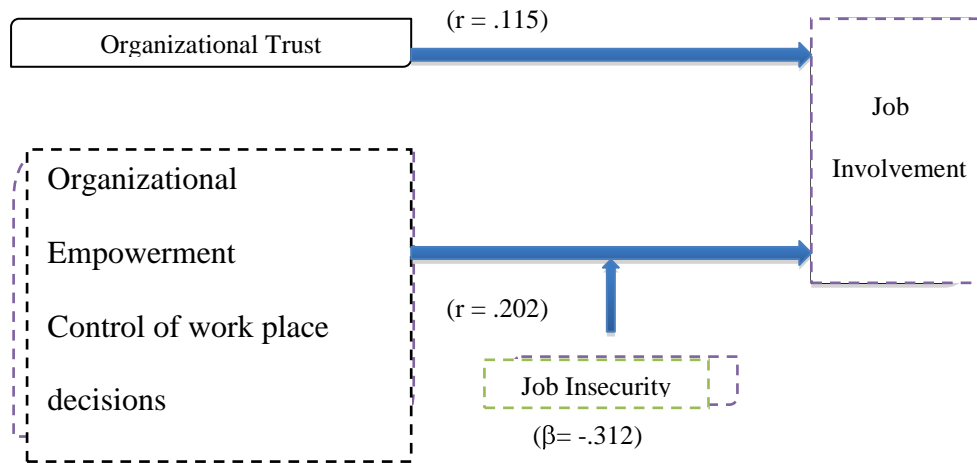
- Fluidity in Information Sharing accounted for a higher variance in employee job involvement than Dynamic Structural Framework and Control of Work place Decisions.
- There was a significant positive relationship between Organizational Trust and Organizational Empowerment.
- Organizational Empowerment accounted for a higher variance in job involvement of employees than Organizational Trust.

## **CHAPTER FIVE**

### **DISCUSSION**

#### **5.1 INTRODUCTION**

This study was aimed at examining the influence of organizational trust and organizational empowerment on employee job involvement. It also further examined whether job insecurity would moderate the relationship between organizational trust and organizational empowerment on job involvement. The purpose of investigating the moderating effect was to better understand the conditions under which organizational trust and empowerment would most strongly relate to job involvement. Additionally, although not hypothesized, an exploratory analysis identified that within the sub dimensions of empowerment (DSF, CWD & FIS), fluidity in information sharing was the most influential in explaining employee job involvement. Also, organizational empowerment was a better predictor of the job involvement of employees than organizational trust. This chapter undertakes a discussion of the findings of this research, in light of the guiding theoretical framework and previous literature. Furthermore, the implications of these findings on theory and practice as well as its limitations and recommendations for future research will be discussed. Based on the results of the study, the proposed conceptual model was revised and is presented below.



**Figure 3: A summary of the observed relationships between the independent, moderating and dependent variables**

Figure 3 is the revised version of the conceptual framework indicating the significant relationships between the variables utilized in the current study. These findings are discussed below. This is followed by a discussion of the implications and recommendations for future research, limitations of the current study and the concluding remarks.

### ***5.1.1 Relationship between organizational trust and job Involvement.***

The first hypothesis investigated whether organizational trust has an influence on employee job involvement. The results indicated a significant positive relationship between employee organizational trust and employee job involvement. What this means is that, as organizational trust goes up, job involvement also goes up and vice versa. The result of the relationship, according to Field's (2005) categorization had a very low but significant effect on employee job involvement.

According to the social exchange theory, workplace relationships are based on the premise that certain antecedents at the workplace generate social exchange relationships (Cropanzano, et al., 2001). Therefore, when the actions of the employer and management are perceived as benevolent and advancing the wellbeing of employees, it fosters a sense of obligation for employees to reciprocate the goodwill received. In other words, when organizations provide policies, decisions and interventions that identify the organization or management as reliable or trustworthy, employees will feel a strong urge to reciprocate with high involvement with their work to achieve organizational goals. Research has established that when the employees doubt the trustworthiness of the employer it is likely to lead to anger, resentment, fear, and disappointment at management (Paterson & Cary, 2002). Thus, absence of trust breeds uncertainty in organizational relationships, which leads to low morale among employees (Zemke, 2000). On the other hand, trust in management reduces uncertainty and ambiguity, which causes employees to reciprocate high involvement in organizational task as such employees, will feel more comfortable directing resources, effort and energy toward the achievement of organizational goals.

This result is similar to the findings of Bussing (2002) the results that indicated a significantly positive relationship between trust (supervisor and organizational) and employee job involvement. In other words, when employees trust their supervisors and the organization as a whole, their level of organizational involvement tends to increase. Other studies have also reported a significant positive relationship between trust and involvement (e.g. Boon et al., 2006; Thomas et al., 2009). A qualitative study also revealed that, employees felt less involved with their company and were not encouraged to participate, when they perceive that an atmosphere of trust does not exist (Pardo-del-Val et al., 2006). Thus, unfavourable

organizational environments characterised by employee's inability to trust the organization produces less involved employees. The current study's results, just like previous researches conducted, still significantly relate organizational trust to the job involvement of employees. This therefore confirms the results of previous studies that employee organizational trust significantly and positively relates to employee job involvement. Consequently organizations must endeavour to maintain trust in the work environment as this will help to increase employee job involvement.

### ***5.1.2 Relationship between organizational empowerment and job involvement.***

The second hypothesis for the study indicated that organizational empowerment would have an influence on job involvement. Findings of the analysis revealed a significant positive relationship between empowerment and involvement. With reference to Field's (2005) categorisation, the effect size of this relationship was found to be significant but low. What this means is that, the more the organization empowers its employees, the more involved the employees become and vice versa.

This results can be explained by the fact that, according to the social exchange theory, when employers create an enabling and motivating condition for employees at the workplace, employees in turn will be more likely to be ready to invest appreciable personal resources in their work for experiencing a sense of benevolence from the employer in meeting their needs and expectations. In that, empowering employees may lead them to believe that the organization perceives them as making significant contributions to the organization and that the management has their interest at heart (Lee & Bruvold, 2003). Hence, empowerment in

this social exchange relationship is likely to engender a sense of involvement among such employees.

This result is in line with results of previous studies conducted. A study by Hamed (2010) revealed that, there was a statistically significant positive relationship between employees' empowerment and job involvement. In another study, it was found that; psychological climate had a positively significant relation with employee job involvement (Biswas, 2012). Psychological climate here comprised of role clarity, contribution, recognition, self-expression, and challenge, which are all indeed, elements that are present in organizational empowerment. Other studies have also found a significant positive relationship between empowerment, which includes employee's perception of their work being relevant and management being supportive to relate to employee job involvement (Gan et al., 2012; Murari, 2013). In other words, when employees feel their task at work to be relevant and their management to be supportive, they turn out to become more involved in their jobs. Hence, employees who perceive their organizations as empowering will most likely be more involved in their jobs. The result is therefore consistent with the results of the studies that have already established the relationship between organizational empowerment and job involvement.

Furthermore, the positive effect of organizational empowerment on employee job involvement is a very important relationship. This implies that, employees come to the workplace with the expectation for a liberating work environment characterised by empowerment rather than a restraining work environment that stifles employee freedom, competence and self worth. When organizations adopt management practices that allow power, knowledge, information and rewards to be shared with subordinates, it boosts

subordinates' sense of empowerment and reduces powerlessness and enhances employee's self-efficiency. Therefore, when an organization provides work environment that offers employees the ability to make choices and take decision and translate these choices into productivity, employees feel proud, enthusiastic and inspired. Hence, employees who feel empowered reciprocate with high levels of energy and resilience and willingness to put in effort in one's work activities with persistence even in uncertain times (Bell & Barkhuizen, 2011). Thus, empowered employees are more likely to respond favourably believing they have a stake in the organization and owes the employer the duty to shape and influence the organization for the better, giving them a reason to want to get much involved with their work and organization.

On the other hand, Employees who feel less empowered may perceive the organization as not having their interest at heart and may be more apathetic towards the achievement of organizational goals. Hence, less empowered employees would be more likely to be withdrawn from their work and feel no sense of ownership without any sense of urgency and enthusiasm to achieve results in reciprocation to the organizational treatment.

Further analysis was conducted on the sub dimensions of empowerment (CWD & FIS). In the preliminary results, dynamic structural framework was found not to significantly predict employee job involvement. However on the other hand, control of workplace decisions and fluidity in information sharing had significantly positive relationship with employee job involvement. What this means is that, when employees are allowed to make input or contributions into organizational processes and also when management makes readily available all information concerning the organization to its employees, the job involvement of employees tend to also increase and vice versa. Further analysis however indicated that only

fluidity in information sharing predicted employee job involvement. It accounted for (16%) variance in job involvement.

Laschinger, Finegan and Shamian (2001) findings may explain why FIS accounted for more variance. They found that, enabling work environments where information is easily accessible to all employees has a positive and significant influence on employee organizational effectiveness. In yet another study by Yao, Kam and Chan (2007) they found that, (95%) of their respondents said information sharing in their organizations helped to shape and improve on their tasks. In other words, employees who belong to work organizations where information is easily accessible tend to become more effective in their organizational task and in this case, they become more involved. Further research is needed to provide an indebt understanding of these sub dimensions and to further understand the impact the dynamic structural framework could have on work outcomes.

### ***5.1.3 Moderating effect of Job Insecurity on Trust and Involvement Relationship.***

Findings of the analysis revealed that contrary to expectation, job insecurity did not moderate the relationship between organizational trust and employee job involvement. This implies that, although employees perceived job insecurity, its effect on reducing their job involvement levels were not apparent. In other words, the presence of job insecurity in the organization did not lead to a decrease in the positive effect of organizational trust on the job involvement of employees.

The psychological contract theory posits that although individuals operate on the norm of reciprocity in a relationship, the rate of exchange is dependent on the value placed on the

exchange (Francis & Reddington, 2012). In that, the cognitive appraisal of how to reciprocate that is whether negatively or positively towards a violation of contract by the organization is based on whether the employee perceives the violation to be voluntary or involuntary on the part of the organization (Aselage & Eisenberger, 2003). Morrison and Robinson (1997) also added that, a contract breach is only perceived as a violation depending on how the action is cognitively evaluated. Hence, employee perception of contract violation is situation specific (Clark and Waddell, 1985). Therefore, if the employees detect the presence of job insecurity in the organization is not as a result of a deliberate action of management, they may not necessarily decide to reciprocate negatively (Aselage & Eisenberger, 2003) by being less involved in their jobs.

Again, since employees' trust in management is rooted on the judgment about the integrity of management, employees are more likely to have an apparent confidence about the potential actions of management based on previous experiences in the organization. Thus, employees who trust their management would have greater confidence that management will fulfil its obligations even during uncertain periods of job insecurity and hence will be more likely to invest more in that relationship (Coyle-Shapiro, 2002). Although job insecurity has detrimental effects on the employer-employee relationship (Greenhalgh & Sutton, 1991) employees' expression of job involvement even in times of job insecurity as a result of trust in management is still feasible. This is because, employees' may decide to proactively reciprocate employers' trustworthiness with higher involvement by displaying increased vigour, dedication and absorption greater than before to be more productive due to the optimism that management will not deliberately take advantage of them (Brockner, Tyler, & Cooper-Schneider, 1992). Research has found that people who are optimistic and have more positive outlook towards situations report more negative reactions to job insecurity (Mak &

Mueller, 2000). Hence, employees who trust management are likely to reciprocate goodwill by getting more absorbed in organizational task.

#### ***5.1.4 Moderating effect of Job Insecurity on Organizational Empowerment and Involvement Relationship.***

The fourth hypothesis investigated if job insecurity will moderate the relationship between organizational empowerment and job involvement. Specifically, it was hypothesised that, *the positive effect of organizational empowerment on employee job involvement will be weaker for employees who perceive high job insecurity than those employees who do perceive low job insecurity*. Consistent with this prediction, the results from the study indicated that job insecurity moderates the relationship between organizational empowerment and job involvement. What this means is that, the relationship between trust and involvement is significantly affected by the presence of job insecurity in the organization.

Both the social exchange theory and the psychological contract theory assert that, essentially, job insecurity chips away at the atmosphere of mutual confidence exchanged among the employers and employees. That is, the anxieties that job insecurity brings about can distract employees and undermine their enthusiasm and involvement in the organization (Collinson, Rees, Edwards & Inness, 1998).

Although, very few empirical studies of the moderating role of job insecurity on the relationship between organizational empowerment and job involvement were found, the moderation hypothesis was forecasted based on the premise that job insecurity according to literature has a negative effect on employee work outcomes. Congruent with this rational, in

the present study, support was found for the moderating role of job insecurity on the empowerment-involvement relationship. The interaction between empowerment and job insecurity explained a (-3%) variance in employee job involvement. This signifies a negative variance. In other words, the positive effects of empowerment on employee involvement are weaker for employees who perceive job insecurity. This is therefore consistent with studies that have reported the negative impact of job insecurity on employee work outcomes.

Tjeku (2006) in his study found that, the levels of job insecurity experienced by employees tend to decrease their levels of psychological empowerment. Therefore, on the basis of this, it can be argued that, as employee's perception of empowerment decreases, they are predisposed to decreasing their level of involvement in the organization as the results in this study confirms. Stander and Rothmann (2010) findings further affirm the negative impact job insecurity has on work outcomes. They found that affective job insecurity acted as a moderator in the relationship between psychological empowerment and employee engagement. That is, employee's feelings towards perceived job insecurity have a negative effect on their engagement in work activities.

Job insecurity predisposes employees to experience uncertainty about the assurance of continuity or otherwise of their jobs, which at all times hinders their ability to sufficiently prepare themselves for potential outcomes (De Witte, Sverke, Van Ruysseveldt, Goslinga, Chirumbolo, Hellgren & Näswall, 2008). This implies that the uncertainty that emanates from job insecurity is rather capable of evoking strong negative emotional responses among employees towards management. As a result, the empowered employee who might be obliged to reciprocate positively with expending much effort and getting involved with the organization and his job roles may rather perceive a discrepancy between his ideal job

security expected of the employer and the level of job security being offered by the employer. In such an instance, empowered employees could possibly interpret the action of the employer as being disloyal to them, which will also inform the degree of loyalty that employees would offer the employer.

However, Borg and Elizur (1992) are of the view that job insecurity is expressed in relation to likelihood of job loss and the fear of job loss. In effect, even if empowered employees could even be relieved in terms of the likelihood of job continuity due to their competencies and position in the organization, the fear of job loss as a result of the uncertainty as regards the employees' opportunity to retain his job or otherwise would constitute enough stress (De Witte, 1999; Mauno & Kinnunen, 1999). Therefore, these employees who are more likely to feel betrayed and ill treated by their employer would in return reciprocate with less involvement with their work and the organization.

#### 5.1.5 Organizational Empowerment accounted for a higher variance in job involvement of employees than organizational trust.

Further analysis was conducted to ascertain if the two predictors varied in variance in their prediction of job involvement. It was found that, organizational empowerment offered a higher prediction of employee job involvement than organizational trust, accounting for (18%) variance in job involvement. It can be inferred from this analysis that, organizational empowerment accounted for a higher variance in involvement as a result of the presence of organizational trust in the organization. Ergeneli, Ari and Metin (2007) conducted a study that confirmed that organizational trust has an influence on empowerment. Furthermore, Koberg, Boss, Senjem and Goodman (1999) posit that trust in an organization tends to engender empowerment in employees. Based on this, it could be assumed that, the presence

of organizational trust in the organization may have accounted for the strengthening of empowerment mechanisms in the organization. This assertion can be supported with the fact that in the current research, further analysis revealed that organizational trust and organizational empowerment were positively and significantly correlated. This finding therefore calls for further indebt study to be undertaken to prove this deduction.

Moreover, when management entrust employees with greater decision latitude, influence, and autonomy, the extent to which employees can control their own job responsibilities is enhanced (Scott & Bruce, 1994) and are encouraged and enabled to exercise initiative (Morrison, 1996). In this instance, even if employees do not trust management, they would still feel a sense of obligation to take responsibility to achieve tasks because of the depth of freedom and responsibility allotted them. Importantly, one must not lose sight of the fact that trust in social exchanges is more difficult to attain or ascertain given its high subjectivity. Wood and Bandura (1989) are of the view that it takes time for a causal factor to influence and to activate reciprocal influence. In effect, as supervisors build relational contracts and fulfils employees' perceptions of the organization's obligations; employees' trust in the organization continues to grow (Whitener, 1997). Therefore, it is feasible to realize that organizational empowerment will account for high variance in employee job involvement than organizational trust.

## **5.2 Implications and Recommendations for future research**

The current study has practical implications for organizations and future studies. These implications and recommendations are discussed under theoretical, methodological and the practical implications. Alongside, the recommendations will further be discussed.

**Theoretical and Conceptual Implications:** The theories of psychological contract and social exchange formed the basis of this study. In terms of the relationship found between organizational trust and job involvement. Then again the relationship between organizational empowerment on employee job involvement and the moderating role of job insecurity on this relationship adds to the utility of these theories. This is important because it allows for further generalization to collectivistic cultures and the Ghanaian context to be specific. This generalization is essential since the current relationships being examined were not found by the researcher to have been conducted in the Ghanaian context during the course of the research. Again the inability of job insecurity to moderate the relationship between organizational trust and employee job involvement also brings more focus to theory of psychological contract. As it gives an explanation as to why employees may not withdraw their services even during a violation of the psychological contract as a result of how they evaluate the situation. This implies that future research must seek to identify the conditions, which predict the appraisal and subsequent actions of employees in the face of an obvious breach of psychological contract to aid in further theory building.

Findings of this study will add on to the literature on job involvement in Ghana since there is a paucity of literature on the antecedents of job involvement in Ghana. The findings of this study will provide a yardstick of referencing for future research. The small amount of variance accounted for by the predictors on the outcome variable give credence to the fact that these antecedents may be the tip of the iceberg of antecedents of job involvement. Hence, qualitative studies must be conducted in this field to bring out the subjective views of employees on what they feel enhance their job involvement. This will provide a holistic assessment of the other predictors of job involvement among employees in Ghana.

Also, Miller (2005) argued that, in collectivist cultures such as Ghana, the cultural norms and values of a society have been established to affect social relationships and therefore the behaviors and attitudes exhibited within them. Hence if a society primarily promotes altruism as its norms, the self-seeking or calculating behavior explained by the SET may not necessarily apply to relationships in such a culture (Miller, 2005). In other words, people of such cultures may not necessarily show less job involvement in the face of perceived insecurity as the culture may dictate such people to act in the wellbeing of others and in this case the organization. This calls for future research to look into the role the Ghanaian cultural dynamisms play in issues of trust and its effects thereof.

Furthermore, the testing of empowerment under both the relational and psychological perspectives eliminates the limited and misleading conclusions that may have been drawn about the influence of organizational empowerment under solely one perspective. It further calls for more research to ascertain which of the sub dimensions of empowerment better predicts employee job involvement so as to better inform management.

The investigation of the moderating role of job insecurity expands literature on the antecedents of job involvement. This is especially essential as most of the previous studies conducted do not usually take into consideration the moderation effect of some core constructs such as job insecurity. The findings indicated that indeed, with the presence of perceived job insecurity in the organization, employee job involvement levels would decrease even with the presence of organizational empowerment.

Also, the type of employment contract (permanent and temporary) was found to significantly predict job involvement. This will serve as basis for further research in this area.

Furthermore, since culture could potentially account for the inability for job insecurity to moderate the trust-involvement relationship. It is essential that future research investigate extensively and qualitatively on how much culture can be attributed to these constructs.

**Practical implications:** The current study measured both the psychological and relational components of organizational empowerment. These components were measured within three main sub dimensions, which included dynamic structural framework (DSF), fluidity in information sharing (FIS) and control of work place decisions (CWD). The measuring of organizational empowerment along these lines has provided a broader understanding of its effect as an antecedent of employee job involvement. Furthermore, with the identification of FIS as the sub dimension of organizational empowerment that has the most influence on job involvement, this affords management the opportunity to know which aspects of empowerment to increase most in order to derive the highest involvement from their employees.

Again the study of trust as an antecedent of involvement in a collectivistic culture like Ghana increase the generalizability of other studies conducted in individualistic cultures to collectivist cultures such as Ghana. Hence management consultants in Ghana can use the findings in informing their participatory management mechanisms so as to attain involved employees and in the long run organizational productivity.

Furthermore the moderating role of job insecurity gives indication that management must make a commitment as much as possible by allaying the fears of job insecurity on the part of employees so as to keep their involvement at a constant. Finally, management and the organization must continually and deliberately put in place strategies that make them more trustworthy and empowering to their employees in order to attain an exchange of their

involvement to increase organizational efficiency. Furthermore, the findings of the study display how the cognitive appraisal of insecurity by an employee can affect employee job outcomes. Hence, it places management practitioners as being key brokers of psychological contracts. This is because they play a crucial role in how employees interpret a breach of contract. Thus, this role must be maximized to ensure that even at points where insecurity experienced by employees are inevitable, they will not be appraised as being deliberate to ensure that employees do not exhibit negative work attitudes like low job involvement.

### **5.3 Limitation of the study**

Like all previous studies conducted, the current study is not without limitations. The limitations of the current study range from the use of self-report measures, the choice of design and the choice of population. These limitations are discussed extensively below.

One of such of the limitations is the use of self-report to access the various constructs of the study. This could therefore lead the responses gathered to be subject to bias. That is, participants are likely not to portray their true views about an issue so as to maintain social desirability. This is particularly the case when employees feel that their responses may come to the notice of their employees (Mael & Ashforth, 1992). However, according to Alper, Tjosvold and Law (1998) recent research has asserted that the likelihood of receiving biased responses is not as high in recent times as previously concluded. This notwithstanding, in order to reduce to the barest minimal socially desirable responses, respondents were assured of their anonymity and thereafter protected. Furthermore, a pilot study was conducted so as to reduce ambiguity of items on the scale and to also ensure items on the scale are well understood by participants (Polit, Beck & Hungler, 2001).

Furthermore, the utilization of the cross sectional design in the current research limits its ability to draw cause-effect relationships. Although associations were observed between the variables, it ended there, as direct cause-effect relationships could not be drawn. This therefore potentially affects the generalizability of findings. However, the test of moderation has been said to create the ability to generalize findings (Baron & Kenny, 1986). This is because, the moderation helps to identify the conditions under which the relationship between the predictor and outcome variables can be strengthened or weakened. This therefore enhances the ability to better predict (Baron & Kenny, 1986). Hence the test of moderation in the current study helps to reduce to some extent the defects that come about as a result of the inability to draw cause – effect relationship. Again, the unique characteristics of the sample must be commented on. The research organization runs eight different shifts in a day; hence these workers had less time to spare to complete the questionnaire, which prolonged the data collection phase.

Finally, the data was collected from only one organization due to financial and time constraints, hence this may to some extent limit generalizability. In spite of these limitations the current study throws light on further understanding the role of the antecedents studied on employee job involvement. The findings add to the literature on the antecedents of job involvement in Ghana.

#### **5.4 Conclusion**

This study's main aim was to assess the influence of organizational trust and organizational empowerment on employee job involvement, while assessing the moderating role of employee job insecurity. A correlational survey was designed to answer the research hypotheses generated from the review of the literature. The participants of the study were 192 employees from the Nestle Ghana Limited. The participants comprised of all employees in

the organization with the exception of top management. The survey instrument that was utilized for this study comprised of four different questionnaires. The social exchange theory formed the theoretical basis of this research.

The results supported previous research, in that, organizational trust significantly and positively predicted employee job involvement. Hence it is implied from this finding that management must endeavour to create environments that are highly trustworthy so as to experience more involvement from their employees. It was also found that organizational empowerment positively and significantly predicted employee job involvement. This finding also has implications for management on ensuring that they put forth strategies that may ensure that employees feel their job are significant and information concerning the organization is not shrouded in secrecy. Additionally, the results showed that fluidity in information sharing better predicted the job involvement of employees than the other sub dimensions of empowerment. Dynamic structural framework a sub dimension of empowerment on the other hand did not significantly predict employee job involvement. Furthermore, job insecurity was also found not to moderate the relationship between employee job involvement and organizational trust. However, job insecurity moderated the relationship between organizational empowerment and employee job involvement. Yet again, further analysis proved that organizational empowerment explains a higher variance in employee job involvement than organizational trust.

Finally, all findings have been discussed and the necessary implications and recommendations to the organization and future studies have been appropriately made. The current study has paved the way for research on the antecedents of job involvement, hence

future research will further advance knowledge in job involvement by seeking to identify the other relevant antecedents of job involvement.

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**APPENDICES****APPENDIX A****Ethical Clearance**

**NOGUCHI MEMORIAL INSTITUTE FOR MEDICAL RESEARCH**  
*Established 1979* *A Constituent of the College of Health Sciences*  
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My Ref. No: DF.22  
 Your Ref. No:

8<sup>th</sup> May, 2013

**ETHICAL CLEARANCE**

**FEDERALWIDE ASSURANCE FWA 00001824**

**IRB 00001276**

**NMIMR-IRB CPN 104/12-13**

**IORG 0000908**

On 8<sup>th</sup> May, 2013, the Noguchi Memorial Institute for Medical Research (NMIMR) Institutional Review Board (IRB) at a full board meeting reviewed and approved your protocol titled:

**TITLE OF PROTOCOL** : **The Influence of Organizational Trust and Organizational Empowerment on Employee Job Involvement at Nestle Ghana Limited: The Moderating Role of Job Insecurity**

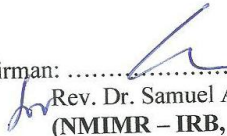
**PRINCIPAL INVESTIGATOR** : **Nanabea Yaa Asantewaa Nkrumah, MPhil Candidate**

Please note that a final review report must be submitted to the Board at the completion of the study. Your research records may be audited at any time during or after the implementation.

Any modification of this research project must be submitted to the IRB for review and approval prior to implementation.

Please report all serious adverse events related to this study to NMIMR-IRB within seven days verbally and fourteen days in writing.

This certificate is valid till 7<sup>th</sup> May, 2014. You are to submit annual reports for continuing review.

Signature of Chairman: .....  
  
 Rev. Dr. Samuel Ayete-Nyampong  
 (NMIMR – IRB, Chairman)

cc: Professor Kwadwo Koram  
 Director, Noguchi Memorial Institute  
 for Medical Research, University of Ghana, Legon

## APPENDIX B

### Consent Form

#### CONSENT FORM

**Title:** “The Influence of Organizational Trust and Organizational Empowerment on Employee Job Involvement at Nestle Ghana Limited: The moderating role of Job Insecurity”.

**Principal Investigator:** Nanabea Yaa Asantewa Nkrumah

**Principal Supervisor:** Dr. Maxwell Assumeng

Department of Psychology, University of Ghana, Legon

#### General information about the research

The aim of the research is to explore if organizational trust and organizational empowerment will play a role in influencing employee job involvement levels. It is also to ascertain whether the relationship among organizational trust and employee job involvement and organizational empowerment and employee job involvement levels will be strengthened or weakened by levels of job insecurity perceived by employees. Your task will be to fill out the questionnaire given to you as truthfully as possible. Filling of the questionnaire will take approximately 20 - 30minutes to complete.

#### Possible Risks and Discomforts

Since the research questionnaire will be distributed during office hours, the study may potentially take up time within the office hours and serve as a distraction. Steps will however be taken to allow for questionnaires to be left with you for at least a week so that you fill them at their convenience.

#### Possible Benefits

Your participation will help to gather information concerning the roles organizational trust, organizational empowerment and job insecurity play in the job involvement levels exhibited by employees. This will greatly help to understand the influence these external organizational factors have on employee job involvement from a Ghanaian perspective.

#### Confidentiality

Please be assured that the information you will provide would be used only for the purpose of research and there is no wrong or right answer. Your cooperation is fully appreciated. You are not required to provide your name on the questionnaire provided and any information you provide will be protected as much as possible.

#### Compensation

You will receive some souvenirs in the form of pens for participating in the research.



## APPENDIX B continued

### Voluntary Participation and Right to Leave the Research

Participation in this research is completely voluntary. You have the right to say no. You may change your mind at any time and withdraw. You may also choose not to answer specific questions or to stop participating at any time.

### Contacts for Additional Information

In case of any doubt and / or for additional information concerning the study you may contact the Principal Investigator; Nanabea Yaa Asantewa Nkrumah University of Ghana, Legon Telephone: 0243719131 or email address: [nanabeankrumah@yahoo.com](mailto:nanabeankrumah@yahoo.com)

### Your rights as a Participant

This research has been reviewed and approved by the Institutional Review Board of Noguchi Memorial Institute for Medical Research (NMIMR-IRB). If you have any questions about your rights as a research participant you can contact the IRB Office between the hours of 8am-5pm through the landline 0302916438 or email addresses: [nirb@noguchi.mimcom.org](mailto:nirb@noguchi.mimcom.org) or [hbaidoo@noguchi.mimcom.org](mailto:hbaidoo@noguchi.mimcom.org).



**APPENDIX B continued****VOLUNTEER AGREEMENT**

The above document describing the benefits and procedures for the research title (**The Influence of Organizational Trust and Organizational Empowerment on Employee Job Involvement at Nestle Ghana Limited: The moderating role of Job Insecurity**) has been read and explained to me. I have been given an opportunity to ask any question(s) about the research and have been answered to my satisfaction. I agree to participate as a volunteer.

---

Date

---

Name and signature or mark of volunteer

**If volunteers cannot read the form themselves, a witness must sign here:**

I was present while the benefits, risks and procedures were read to the volunteer. All questions were answered and the volunteer has agreed to take part in the research.

---

Date

---

Name and signature of witness

I certify that the nature and purpose, the potential benefits, and possible risks associated with participating in this research have been explained to the above individual.

---

Date

---

Name and Signature of Person Who Obtained Consent



**APPENDIX C**  
**QUESTIONNAIRE**

**QUESTIONNAIRE**

**Below are a number of statements each of which you may agree or disagree with depending on your personal evaluation. Please indicate the degree of your agreement or disagreement with each statement by putting a cross (X) mark in one of the blanks representing the answer categories that appear beneath the options corresponding to the statement.**

**SECTION A:**

This Section seeks information on the biographical details of participants, for reporting purposes only. Please tick the relevant responses or write in the spaces provided

**Demographic Details**

**Please provide the following information**

**Sex:** Male  Female

**Age:** 18-24  25-29  30-34  35-39  40-45  46-59  60<sup>+</sup>

**Marital Status:** Single  Married

1. **Educational Background:** Doctorate  Masters Degree  First Degree   
GCE 'A' Level  GCE 'O' Level  Others (please specify) .....

**Position in Organization:** .....

**How many years have you been in employment in the present organization:** .....



## Appendix C continued

No.		Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
1.	We think the people in management tell the truth							
2.	We think that the organization meets its negotiated obligations to our department							
3.	In our opinion, management is reliable							
4.	We think that, the people within the organization succeed by stepping on other people							
5.	We feel that management always tries to get the upper hand							
6.	We think that management takes advantage of our problems							
7.	We feel that management negotiates with us honestly							
8.	We feel that management will keep its word							
9.	We think that management does not mislead us							
10.	We feel that that management tries to get out of its commitments							
11.	We feel that management negotiates joint expectations fairly							
12.	We feel that the organization takes advantage of people who are vulnerable							



## APPENDIX C continued

No.	Dynamic Structural Framework items	Very Strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree
1.	Thinking outside the box behavior is appreciated in my organization							
2.	The company provides information on what the company wants to accomplish in the future							
3.	The company provides information on how company objectives are going to be achieved							
4.	Employees have a say in changing company policies							
5.	The company does not encourage risk taking with regard to work production							
6.	While performing job duties, employees are not encouraged to use independent problem-solving skills							
7.	The company has established production guidelines							
<b>Control of workplace</b>								
1.	Employees have a say in defining their job responsibilities							
2.	Employees have a say in setting their own production standards							
3.	Employees have discretion in when they take their paid leave of absence							
4.	Employees have a say in the production teams to which they are assigned							
5.	Employees have an input in the hiring of new employees							
6.	Employees do not have a say in the establishing of their own retirement plans							
7.	Employees do not provide reviews or evaluation of their manager (s)							



## APPENDIX C continued

		Very strongly Disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Very Strongly Agree
	<b>Fluidity in information sharing</b>							
1.	Employees are not provided with financial records of the company							
2.	The company does not have an efficient way to disseminate information to all levels of employees							
3.	Employees have access to the information in their personal work files							
4.	The company publishes information on the company's reward structure							
5.	The company provides employees with information on company clients							



## APPENDIX C continued

No.	Cognitive	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	I think that I will be able to continue working here					
2.	There is only a small chance that I will become unemployed					
3.	I am certain/sure of my job environment					
4.	I am very sure that I will be able to keep my job					
5.	It makes me anxious that I might become unemployed					
6.	I feel uncertain about the future of my job					
	Affective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7.	I worry about the continuation of my career					
8.	I fear that I might lose my job					
9.	I fear that I might get fired					
10.	There is a possibility that I might lose my job in the near future					
11.	I think that I might be dismissed in the near future					



## APPENDIX C continued

No.		Strongly Agree	Agree	Mildly Agree	Mildly Disagree	Disagree	Strongly Disagree
1.	The most important things that happen to me involve my present job						
2.	To me my job is only a small part of who I am						
3.	I am very much involved personally in my job						
4.	I live, eat and breath my job						
5.	Most of my interest are centered around my job						
6.	I have very strong ties with my present job which would be very difficult to break						
7.	Usually I feel detached from my job						
8.	Most of my personal life goals are job-oriented						
9.	I consider my job to be very central to my existence						
10.	I like to be absorbed in my job most of the time						



## APPENDIX D

(TABLE 1) – CORRELATION OF DEMOGRAPHIC AND MAIN VARIABLES

		Correlations						
		Age	TENURE	TOE	OE	OE	JINS	JI
Age	Pearson	1	.384**	.180**	-.250**	.024	-.104	.112
	Sig. (1-tailed)		.000	.006	.000	.370	.076	.060
	N	192	192	192	192	192	192	192
TENURE	Pearson	.384**	1	.278**	-.058	-.181**	-.015	.103
	Sig. (1-tailed)	.000		.000	.213	.006	.417	.078
	N	192	192	192	192	192	192	192
TOE	Pearson	.180**	.278**	1	.268**	-.130*	-.080	.225**
	Sig. (1-tailed)	.006	.000		.000	.036	.134	.001
	N	192	192	192	192	192	192	192
OT	Pearson	-.250**	-.058	.268**	1	.224**	-.144*	.155*
	Sig. (1-tailed)	.000	.213	.000		.001	.023	.016
	N	192	192	192	192	192	192	192
OE	Pearson	.024	-.181**	-.130*	.224**	1	-.384**	.202**
	Sig. (1-tailed)	.370	.006	.036	.001		.000	.003
	N	192	192	192	192	192	192	192
JINS	Pearson	-.104	-.015	-.080	-.144*	-.384**	1	-.083
	Sig. (1-tailed)	.076	.417	.134	.023	.000		.126
	N	192	192	192	192	192	192	192
JI	Pearson	.112	.103	.225**	.155*	.202**	-.083	1
	Sig. (1-tailed)	.060	.078	.001	.016	.003	.126	
	N	192	192	192	192	192	192	192

\*\* . Correlation is significant at the 0.01 level (1-tailed).

\* . Correlation is significant at the 0.05 level (1-tailed).

**APPENDIX D continued****(TABLE 2) HIERACHICAL MULTIPLE REGRESSION ON THE MODERATION EFFECT OF JOB INSECURITY ON ORGANIZATIONAL TRUST AND JOB INVOLVEMENT RELATIONSHIP****Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.968	4.875		5.737	.000
	TRUST	.168	.078	.155	2.156	.032
2	(Constant)	30.870	5.943		5.195	.000
	TRUST	.158	.079	.146	2.008	.046
	INSECURITY	-.104	.121	-.062	-.855	.393
3	(Constant)	29.866	6.049		4.937	.000
	TRUST	.172	.080	.158	2.143	.033
	INSECURITY	-.101	.121	-.060	-.830	.408
	TINTJIS	-.545	.604	-.066	-.901	.369

a. Dependent Variable: JOBINVOLVEMENT

**APPENDIX D continued****(TABLE 3) HIERACHICAL MULTIPLE REGRESSION ON THE MODERATION EFFECT OF JOB INSECURITY ON ORGANIZATIONAL EMPOWERMENT AND JOB INVOLVEMENT RELATIONSHIP**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.065	4.740		5.288	.000
	EMPOWERMENT	.176	.062	.202	2.838	.005
2	(Constant)	25.478	6.764		3.767	.000
	EMPOWERMENT	.174	.067	.199	2.581	.011
	INSECURITY	-.011	.129	-.007	-.086	.932
3	(Constant)	26.528	6.454		4.110	.000
	EMPOWERMENT	.182	.064	.209	2.835	.005
	INSECURITY	-.131	.126	-.078	-1.039	.300
	EMINTJIS	-2.567	.576	-.312	-4.454	.000

a. Dependent Variable: JOBINVOLVEMENT

**(TABLE 4) STANDARD MULTIPLE REGRESSION FOR THE VARIANCE BETWEEN CWD AND FIS ON EMPLOYEE JOB INVOLVEMENT**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.848	4.189		6.171	.000
	FIS	.352	.170	.159	2.067	.040
	CWD	.224	.156	.111	1.436	.153

a. Dependent Variable: JOBINVOLVEMENT

**APPENDIX D continued****(TABLE 6) STANDARD MULTIPLE REGRESSION FOR VARIANCE BETWEEN OT AND OE**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
B	Std. Error	Beta				
1	(Constant)	19.027	6.067		3.136	.002
	TRUST	.125	.079	.115	1.585	.115
	EMPOWERMENT	.153	.063	.176	2.421	.016

a. Dependent Variable: JOBINVOLVEMENT

**APPENDIX E****MEANS, STANDARD DEVIATION, SKWENESS AND KURTOSIS (TRANSFORMED DATA)**

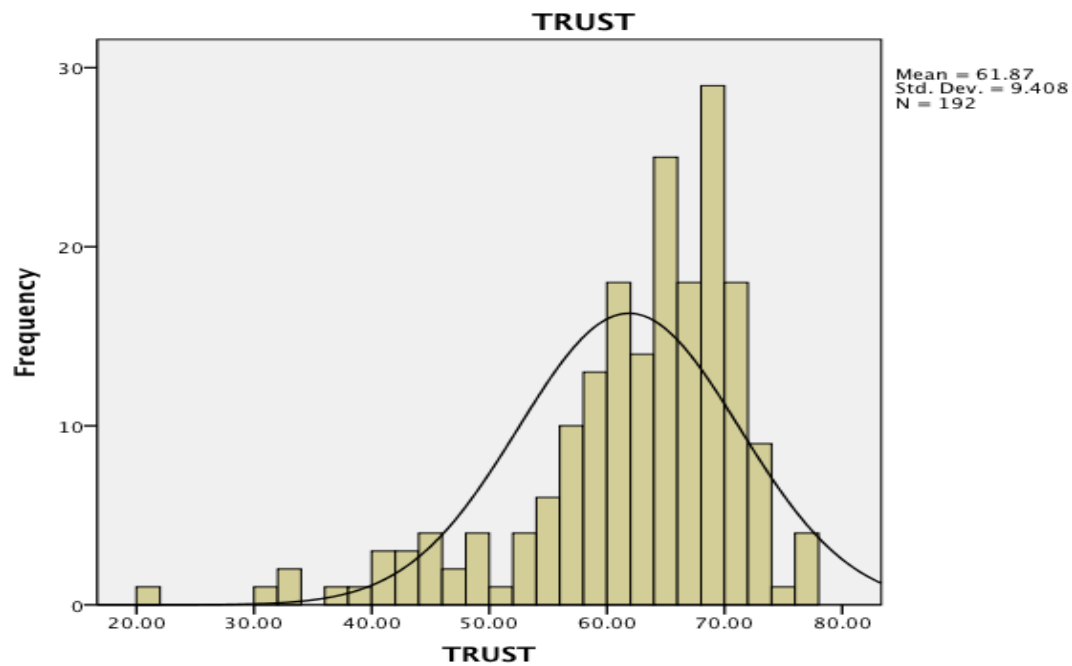
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	TRUST	EMPOWERMENT	JOBINSECURITY	JOB INVOLVEMENT
N	192	192	192	192
Mean	61.8698	75.5833	22.1719	38.3594
Std. Deviation	9.40751	11.72384	6.11124	10.22578
Skewness	-1.474	-.150	.280	.282
Std. Error of Skewness	.175	.175	.175	.175
Kurtosis	2.676	.803	-.116	2.033
Std. Error of Kurtosis	.349	.349	.349	.349

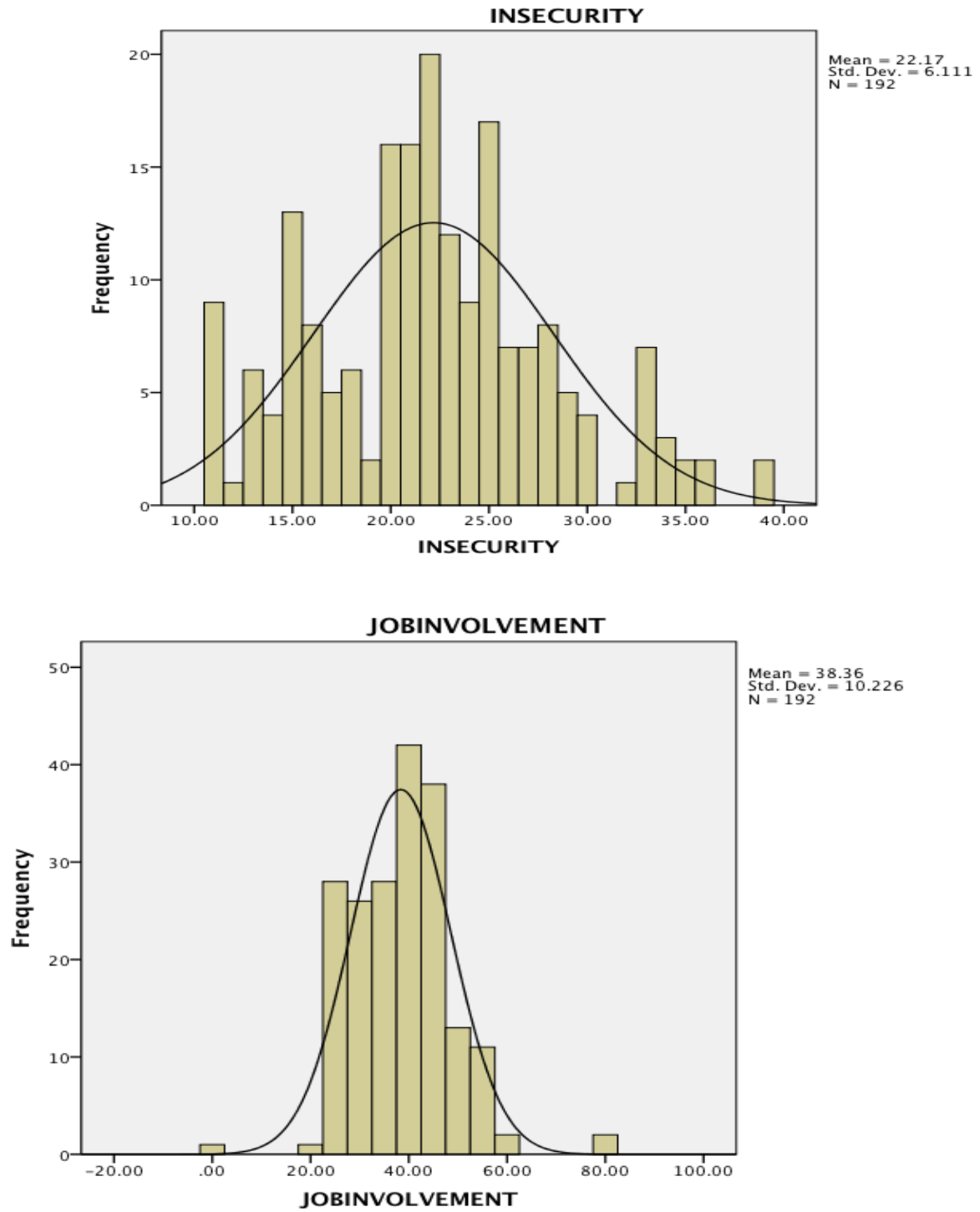
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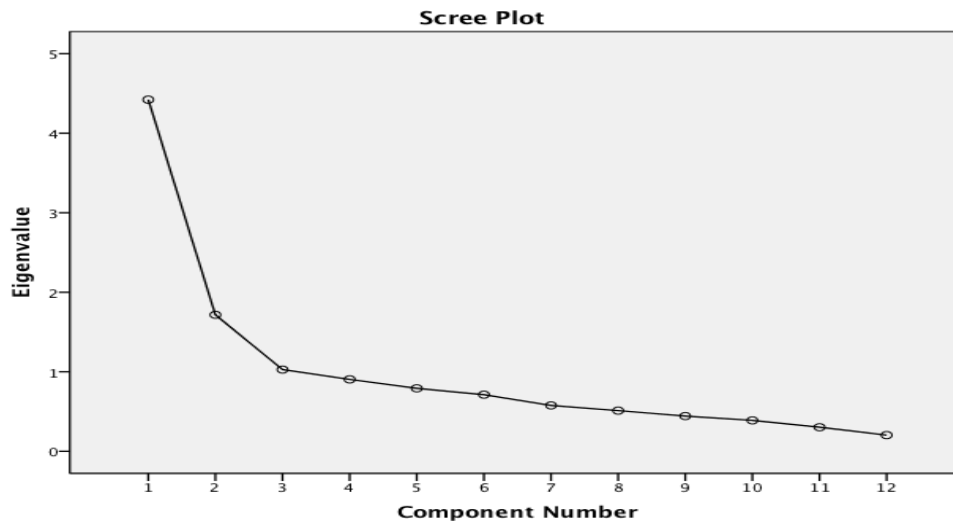
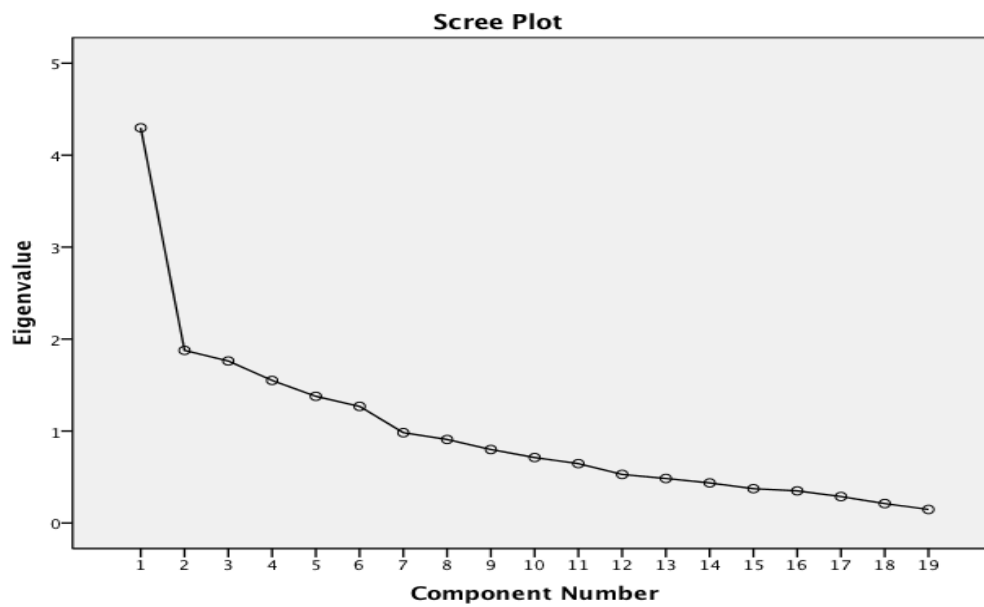
## APPENDIX E continued

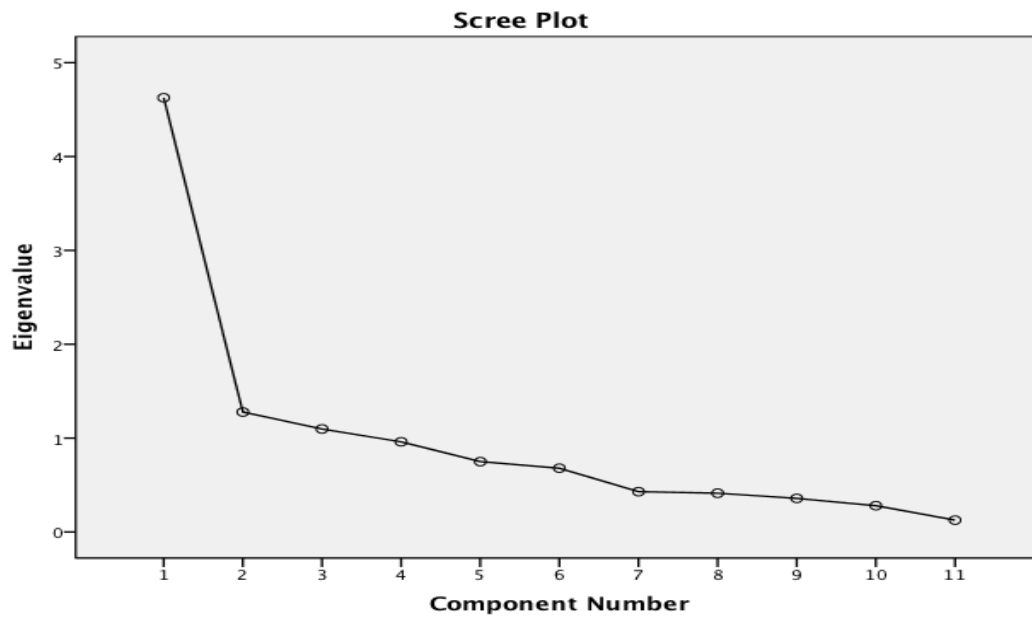
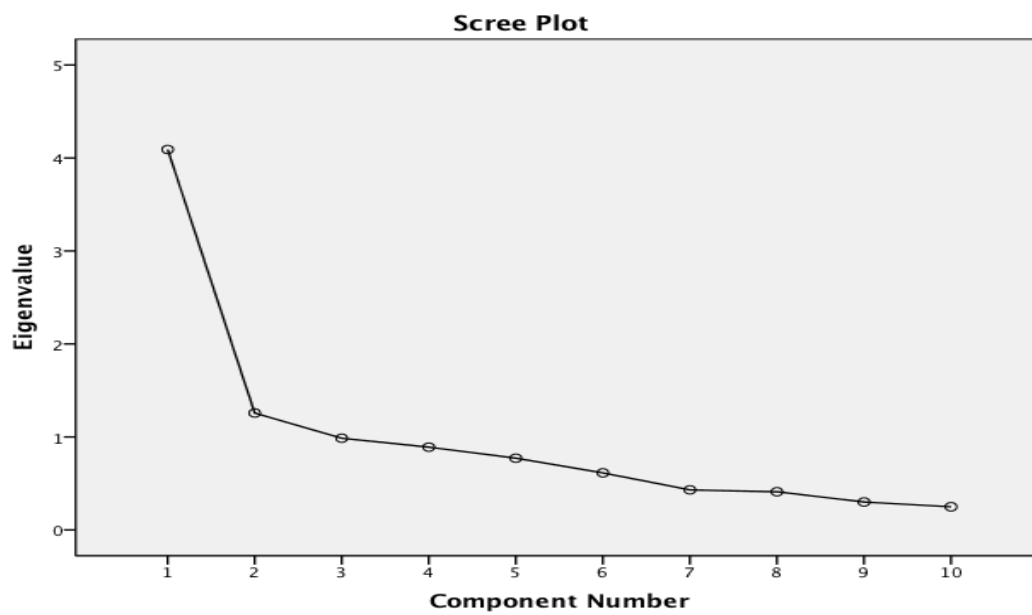
## NORMAL CURVE DISTRIBUTION OF VARIABLES



## APPENDIX E continued



**APPENDIX E continued****SCREEPLOT AND UNROTATED LOADINGS OF FACTOR ANALYSIS OF SCALES****Organizational Trust Inventory (OTI)****Organizational Empowerment Scale (OES)**

**APPENDIX E continued*****Job Insecurity Questionnaire (JIQ)*****Job Involvement Scale (JIS)**

**APPENDIX E continued****Unrotated Factor Loadings of the OTI****Component Matrix<sup>a</sup>**

	Component	
	1	2
Q2t	.719	-.344
Q1t	.707	
Q9t	.695	
Q3t	.674	
Q4t	.650	
Q8t	.617	
Q12t	.586	
Q11t	.577	
Q6t	.525	
Q7t	.528	.696
Q5t	.489	.659
Q10t	.445	.634

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

**APPENDIX E continued****Unrotated Factor Loadings of the OES**

**Component Matrix<sup>a</sup>**

	Component		
	1	2	3
Q1DSF	.616		
Q4DSF	.609		
Q3DSF	.606		
Q2DSF	.579	-.342	
Q6DSF	.746		
Q7DSF	.337		
Q5DSF	.332		
Q1CW		.654	
Q2CW		.634	-.322
Q5CW		.602	
Q4CW		.538	
Q3CW		.521	
Q6CW		.491	
Q7CW		.360	
Q1FIS			.653
Q3FIS			.556
Q5FIS			.540
Q4FIS			.509
Q2FIS	.386		.431

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

**APPENDIX E continued****Unrotated Factor Loadings of the JIQ****Component Matrix<sup>a</sup>**

	Component	
	1	2
Q9JA	.876	
Q8JA	.829	
Q10JA	.768	-.305
Q4JC	.732	
Q6JC	.690	
Q11JA	.674	-.355
Q7JA	.591	
Q3JC	.590	.437
Q5JC	.491	
Q1JC	.351	.770
Q2JC		.352

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

**APPENDIX E continued****Unrotated Factor Loadings of the JIS****Component Matrix<sup>a</sup>**

	Component	
	1	2
Q1JI	.452	
Q2JI		.626
Q3JI	.597	-.369
Q4JI	.827	
Q5JI	.836	
Q6JI	.753	
Q7JI	.330	-.645
Q8JI	.338	.529
Q9JI	.793	
Q10JI	.835	

Extraction Method: Principal Component Analysis.

a. 2 components extracted.